Los Alamos National Laboratory
Work Environment Survey
Report

March 2000

LOS ALAMOS NATIONAL LABORATORY
WORK ENVIRONMENT SURVEY
REPORT

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I.   EXECUTIVE SUMMARY

INTRODUCTION

In August 1999, Los Alamos National Laboratory (LANL) conducted a survey among all its 7,001 LANL U.C. full- and part-time employees. The survey was employee developed by the LANL Work Environment Survey Committee and sponsored by the Laboratory Diversity/OEO Director. The survey was refined and administered by Research & Polling, Inc., an independent public opinion research company. The objective of the Work Environment Survey was to ascertain attitudes, opinions, and suggestions regarding the overall work environment, hiring and promotion practices, compensation and benefits, management practices, and workforce diversity issues. The self-administered survey was disseminated through LANL interoffice mail and returned to the independent contractor by mail. A total of 2,904 completed surveys were returned, representing a response rate of 41%.

The major findings of this survey are presented in this Executive Summary. Presented in the Survey Results section of this report is more detailed information, including the profile of the sample and graphs of the survey results for each survey question. The questionnaire is included in this report.

The quantitative results allow specific segments of the employee population to be analyzed. In using the quantitative results, it is possible to identify problems that may be affecting certain groups of employees. The open-ended employee comments provide in-depth insights on what survey respondents are thinking and feeling about the quantitative issues. On certain topics, many employees gave verbatim comments that were very similar in nature. These are noted within the report although the actual percentage of respondents are not given. The quantitative and qualitative results should be used in conjunction to affect positive changes in LANL's work environment.

Overall, the large majority of employees who responded to the survey enjoy working at LANL because most derive a great deal of satisfaction and sense of accomplishment from the work they perform. However, as with many large organizations, respondents are divided on their feelings and attitudes toward the quality of their work environment. It is interesting that different groups of employees have divergent views on any given topic. In some cases satisfaction or dissatisfaction depends largely upon one's job series or management level, while in other cases, one's perception is more closely tied to race/ethnicity or gender. For example, when it comes to perception of employee conflict resolution, one's job series tends to be a very important factor in determining perception, while overall morale is more closely tied to the organization where one works. For some issues such as hiring and promotion practices, ethnicity and gender tend to be important factors in perception. However, when it comes to issues relating to compensation, we find that length of employment, management level, education and ethnicity all become important elements in perception.

KEY FINDINGS

Research & Polling, Inc., has identified through analysis six key items that should have a positive impact on morale, if

responses. The following briefly highlights some of the key findings and some of the issues that need to be addressed.

1. **Mechanisms For Resolving Employee Concerns**
    Almost one-fourth (24%) of respondents indicated that LANL's mechanisms for resolving employees' complaints were effective, while 38% of respondents did not feel LANL had effective mechanisms for addressing employee concerns. This issue is the single biggest predictor of employee morale when a regression analysis was performed.

2. **Hiring and Promotion Practices**
    Over one-third (36%) of respondents did *not* feel they had an equal opportunity to be selected for all levels of LANL positions for which they were qualified. Forty-four percent felt they did have an equal opportunity for selection. Furthermore, one-in-three respondents said they had not experienced fair promotion, and reclassification within their job series. A slightly higher percentage (37%) said they had experienced fair promotion and reclassification practices from one job level to another.

3. **Compensation System**
    Many of those responding to the survey expressed frustration with the salary alignment system and with the rate of pay being offered to new hires compared to long-term employees. Two-fifths (38%) of respondents agree that there was a fair process for determining salary increases of employees with similar jobs within their work group. A slightly higher number (39%) disagreed with that statement. Forty-four percent of respondents felt they were not fairly compensated compared to newly hired employees in their job classification, while only 26% felt they were fairly compensated compared to new hires.

4. **Diversity Education**
    The large majority of respondents indicated they enjoy working with others from diverse backgrounds (83%) and believe it is important for LANL to consider how it can accommodate personal and cultural diversity in the workforce (71%). However, there is a lack of awareness and some criticism of the mechanisms that are in place at LANL to deal with diversity related issues. For example, less than one-third of respondents (30%) agree the role of the LANL Diversity Office is clear to them, while 35% disagree. Less than half (42%) agree they are familiar with LANL's Diversity Council and Working Groups. Furthermore, less than one-fifth of the respondents agreed LANL's EAC and Diversity Council and Working Groups effectively address employee issues, while approximately one-quarter of the respondents do not feel employee issues are being effectively addressed by these organizations.

5. **Professional Development**
    The perception that there is an ongoing interest in employees' professional development is a key predictor of work morale. To this end, the majority (53%) of respondents felt there was an interest in their development within their group, while one-in-four (24%) did not agree that such an interest was present.

6. **Management Training Programs**
    Although most respondents praised their immediate supervisor, there was an undercurrent of mistrust and in some cases fear of management. This is indicated by the fact that less than half (41%) of respondents agreed they felt secure expressing their opinions at LANL without fear of retaliation by management, and one-in-three (36%) disagreed, indicating they did not feel secure expressing their opinions. Furthermore, many of the employees verbatim comments revolved around a perceived lack of management skills among mid-level and upper-level managers.

OVERALL SATISFACTION WORKING AT LANL

Overall, employee satisfaction with working at LANL is quite high. On a 5-point rating scale, where '5' represents 'strongly agree,' and '1' represents 'strongly disagree,' a mean score of 3.8 is found when respondents were asked to rate how strongly they agree or disagree with the statement, "In general, I am satisfied working at LANL." The majority of the respondents assign a rating of '4' as shown here, which has also been found to be the case for other large New Mexico organizations conducting employee surveys. LANL employees assign the following ratings on the 5-point rating scale:

Rating	
5 = 'Strongly agree'	20%
4 = 'Agree'	52%
3 = 'Neutral'	15%
2 = 'Disagree'	9%
1 = 'Strongly disagree'	4%

Shown in the graph below are those employee groups most likely to agree or disagree that they are satisfied working at LANL.

Research & Polling, Inc.
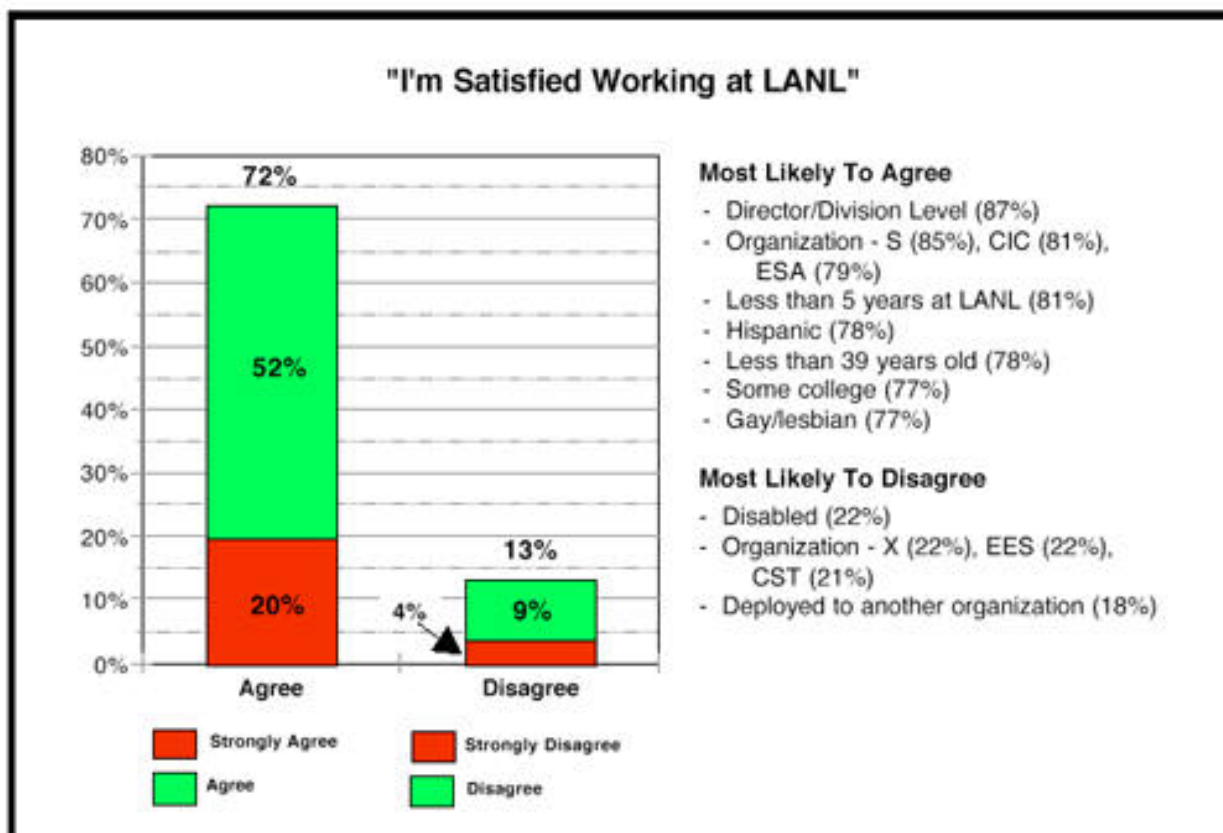
OVERALL LANL EMPLOYEE WORK MORALE

The mean rating of LANL work morale is 3.3 (on a 5-point scale), which is lower than the mean rating of satisfaction with working at LANL (3.8). Shown in the graph below is that 56% of respondents agree that their work morale is good, 25% disagree that their work morale is good, and another 20% evaluate their morale as neutral. Those groups most likely to rate their morale at LANL as higher and lower than average are also shown in the chart below.

Agree Work Morale Is Good	56%
Work Morale Is Neutral	20%
Disagree Work Morale Is Good	25%

Note: The sum of the percentages exceeds 100% due to rounding

"My Work Morale is Good"
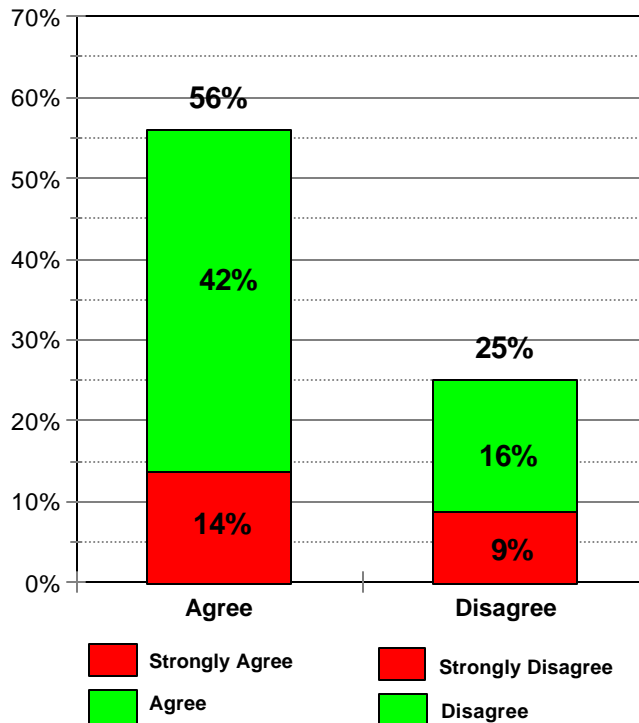
Most Likely To Agree

- Management Level
  - Director/Division Level (80%)
- Less than 5 years at LANL (71%)
- Organization - T (64%), BUS (62%),
   CIC (62%), ESA (62%)
- Less than 39 years old (62%)

Most Likely To Disagree

- Organization - X (42%), E (38%),
   EES (37%)
- Native American (37%)
- Disabled (34%)
- Deployed to another organization (32%)
- More than 20 years at LANL (30%)

PREDICTORS OF WORK MORALE AT LANL

Of particular interest to LANL is the issue of employee work morale. Research & Polling performed statistical analysis that would allow LANL to identify such predictors among attributes included in the survey instrument. These predictors are rank ordered here. In this analysis all 40 survey items (excludes the work morale issue) were entered into a linear model (stepwise multiple regression analysis), which measured how strongly each of the 40 questionnaire items predict the work morale issue at LANL. Only four key issues are predictors of work morale at LANL.

Predictors of LANL Work Morale

1. **Belief that LANL has effective mechanisms for resolution of employees' concerns**

2. **Employees' sense of personal accomplishment in work**

3. **Feeling secure in expressing opinions without retaliation from management**

4. **Perception that there is ongoing interest in the employee's professional development at the work group level**

Key action items are as follows:

LANL Key Action Items

1. **Mechanisms For Resolving Employee Concerns**
2. **Promotion and Hiring Practices**
3. **Compensation System**
4. **Diversity Education**
5. **Professional Development**
6. **Management Training Programs**

LANL WORK ENVIRONMENT ISSUES

The mean rating was calculated for each of the 41 survey items using the 5-point 'agreement' rating scale[§]. Shown here is a ranking of items from lowest to highest so that LANL can more easily identify issues for possible action. Noteworthy is that two of the items predictive of LANL work morale receive relatively low mean ratings (see bolded items): the belief that LANL has effective mechanisms for resolving employees' concerns, and that employees feel secure in expressing their opinions. The other two predictors of LANL work morale receive higher mean ratings. These are the sense that LANL work provides a sense of personal accomplishment, and the belief that there is ongoing interest in professional development at the work group level. Following this chart are additional charts that show the mean ratings ranked within each of the five major survey topics, which are LANL overall work environment, hiring and promotion practices, compensation and education benefits, management practices, and workforce diversity and awareness practices. (See questionnaire for exact wording.)

Rank	Survey Issue	Mean Rating†		Rank	Survey Issue	Mean Rating†
41	Fair compensation compared to new hires.	2.6		21	Time to further education.	3.4
40*	**Effective mechanisms for resolving employees' concerns**	**2.8**		20	Supervisor is held accountable.	3.4
39	Diversity Council/Working Groups effectively issues,	2.8		19	Administrative policies administered consistently by supervisor	3.6
38	EAC effectively addresses employee issues.	2.9		18	Group treats employees equally.	3.7
37	Fair process for salary increases within work	2.9		17	My supervisor treats employees equally.	3.7
36	Clear role of LANL Diversity Office.	2.9		16	General satisfaction working at LANL.	3.8
35	Equal opportunity for division promotion and reclassification.	3.0		15	Familiar with Affirmative Action and EEO.	3.8
34	LANL management committed to improving workplace.	3.0		14	Workplace diversity issues apply to all.	3.8
33	Fair promotion and reclassification practice.	3.0		13	Important to consider how to accommodate	3.8
32*	**Secure in expressing my opinions.**	**3.0**		**12***	**Work gives sense of personal accomplishment.**	**3.9**
31	Compensation is fair.	3.0		11	Group accommodates disabilities.	3.9
30	Diversity effectively addressed.	3.1		10	Accepted regardless of my *job classification*.	3.9
29	Equal opportunity to be selected for positions.	3.1		9	Accepted regardless of my *veteran's status*.	4.0
28	Fair hiring practices at division.	3.2		8	I feel accepted by supervisor.	4.0
27	Familiar with Diversity Council/Working Groups	3.2		7	Accepted regardless of my *disabilities*.	4.0
26	Believe in Affirmative Action.	3.3		6	Accepted regardless of my *race and ethnic* group	4.0
25	Importance of Diversity Office.	3.3		5	Accepted regardless of my *age*.	4.0
24	Work morale is good.	3.3		4	Supervisor considers my job important.	4.0
23	I am familiar with EAC.	3.4		3	Accepted regardless of my *sexual orientation*.	4.0
22*	**Ongoing interest in professional developmet at group.**	**3.4**		2	Accepted regardless of my *gender*.	4.0
				1	I enjoy working with diverse employees.	4.1

*   *Predictor of LANL work morale*

†   *5 = 'Strongly Agree'; 1 = 'Strongly Disagree'*

§*Employees were offered a 5-point rating scale so as to capture the full range of opinions on each issue, including neutral opinions as well as more extreme agreement and disagreement with issues. A 'don't know/does not apply' category was included for employees who felt inexperienced or unqualified to provide a rating so as to ensure that such employees did not categorize themselves as neutral on such issues, thereby minimizing the likelihood that neutral ratings would be inflated. Mean rating scores are based on those respondents assigning a rating of 1 to 5.*

WORK ENVIRONMENT ISSUES RANKED WITHIN MAJOR SURVEY TOPICS

The following pages present the results of each work environment issue, grouped within the five major survey topics. The survey topics are: overall LANL work environment, hiring and promotion practices, compensation and benefits, management practices, and workforce diversity awareness and practices. For each work environment issue, those subgroups that are significantly higher or lower in their evaluation of the issue are also profiled here to assist LANL in identifying employee groups most polarized in their viewpoints on each issue and enable the organization to plan appropriate actions. Analysis of the results for each topic and employee comments are also provided to give insights into some of the key issues.

Overall LANL Work Environment

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
1*	**My work gives me a sense of personal accomplishment.**	**3.9**	**Management level (director/division level, group leader, other supervisory), organizations (T, S, ESA, NIS), less than 5 years at LANL, less than 39 years old, Ph.D./Doctorate**	**Disabled, organization (FWO)**	**12**
2	In general, I am satisfied working at LANL.	3.8	Director/division level, organizations (S, CIC, ESA), less than 5 years at LANL, Hispanic, less than 39 years old, some college, gay/lesbian	Disabled, organizations (X, EES, CST), deployed to another organization	16
3	My work morale is good.	3.3	Management level (director/division level), less than 5 years at LANL, organizations (T, BUS, CIC, ESA), less than 39 years old	Organizations (X, E, EES), Native American, disabled, deployed to another organization, more than 20 years at LANL	24
4*	**I believe LANL mechanisms for resolving employees' concerns are effective.**	**2.8**	**Director/division level, organizations (T, S, HR), group leader**	**Disabled, organizations (NMT, MST, E), job series (GS), deployed to another organization, Associate's degree, Hispanic, female**	**40**

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*	*Predictor of LANL work morale*
†	*5 = 'Strongly Agree'; 1 = 'Strongly Disagree'*
‡	*Ranking among 41 survey rating items on a 5-point scale*

Results for Work Environment

Employees were asked to rate how strongly they either agree or disagree with four statements relating to their work environment. As shown on the previous page, respondents give the highest ratings when it comes to the sense of accomplishment they receive from their work (mean of 3.9). Overall, three quarters either *strongly agree* (27%) or *agree* (48%) that their work gives them a sense of accomplishment. However, approximately one-in-ten (12%) respondents indicate their work does not give them a sense of accomplishment. The large majority of respondents get a feeling of accomplishment through work, with nearly three-quarters either *agreeing* (52%) or *strongly agreeing* (20%) that they are satisfied working at LANL. However, 13% of respondents are dissatisfied working at LANL.

Although most survey respondents are generally satisfied working at LANL, with the majority of respondents (56%) indicating that morale is good, one-in-four disagree. The table on the preceding page shows where morale tends to be higher and lower. For example, respondents at management level and those who have worked at LANL for less than five years are more inclined to agree morale is high, whereas Native Americans, the disabled and deployed employees are more inclined to disagree.

As previously noted, one of the biggest predictors of morale is how respondents view the effectiveness of LANL's mechanisms to resolve complaints or concerns. Currently, one-quarter (24%) of LANL respondents feel employee resolution mechanisms are effective, as compared to more than one-third (38%) who believe these are ineffective.

Many different factors may have an impact on morale. The following briefly highlight some morale issues.

Security Issues:

The national media exposure that has taken place over security matters at LANL appears to have had an adverse impact on employees. Some employees attribute part of the morale problems to the way Lab management has handled the recent events relating to these security issues. These events have been particularly troubling to some Asian respondents.

Policies and Documentation:

Some respondents have grown frustrated with what they perceive as a 'bloated bureaucracy' in which they have to spend more time filling out paperwork rather than pursuing scientific endeavors. Other respondents are critical of the various levels of management at the Lab.

Problem Resolution:

Settling employee conflicts and concerns is an important component of morale. As previously noted, the plurality (38%) of respondents do not feel LANL has effective mechanisms for addressing employee concerns. Much of this dissatisfaction stems from the perception that the current mechanisms are designed to favor management in most disputes. Furthermore, it appears as though some employees are hesitant to bring forth their problems or concerns for fear of being retaliated against by management. Other respondents feel there are no mechanisms to deal with poor performing co-workers.

Management:

While there are some criticisms of upper-management at LANL, there are also numerous respondents who welcome and support some of the new directions that leadership is taking the Lab. There were many positive comments pertaining to the ideas and initiatives that have been brought forth by John Browne, but there appears to be some concern that these goals and directives are not being implemented by management at the lower levels.

Hiring and Promotion Practices

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
1	I believe in Affirmative Action policies at LANL.	3.3	Management level (director/division level, group leader), organizations (T, E, P, CIC), Ph.D./Doctorate	Multi-racial, organization (FWO), job series (GS)	26
2	I have experienced fair hiring practices within my division.	3.2	Management level (director/division level, group leader), organizations (T, P, X), less than 5 years at LANL, Ph.D./Doctorate, Master's degree, job series (TSM), Caucasian	Organizations (PM, BUS, E, HR), job series (GS, OS, SSM), high school graduate, Hispanic, Native American, deployed to another organization	28
3	I have an equal opportunity to be selected for all levels of LANL positions for which I am qualified.	3.1	Organizations (T, X), management level (group leader), less than 5 years at LANL, Ph.D./Doctorate, job series (TSM), Caucasian, less than 39 years old	Organizations (PM, E, FWO, BUS, NMT), disabled, Native American, Hispanic, job series (GS, SSM), deployed to another organization, Associate's degree	29
4	In my job series within my group, I have experienced fair promotion and reclassification practices from one job level to another.	3.0	Management level (director/division level, group leader, team project leader), organizations (T, P), Ph.D./Doctorate, job series (TSM)	Job series (GS, OS, TEC, SSM), organizations (HR, BUS), Hispanic, Native American, Associate's degree, some college, deployed to another organization, female	33
5	I have experienced equal opportunity for promotion and reclassification within my division	3.0	Organizations (T, P), management level (director/division level, group leader, team project leader), Ph.D./Doctorate, job series (TSM), Caucasian	Job series (GS, OS, SSM, TEC), high school graduate, some college, organizations (BUS, FWO, HR), Hispanic, gay/lesbian, deployed to another organization, female	35

†   5 = 'Strongly Agree'; 1 = 'Strongly Disagree'
‡   Ranking among 41 survey rating items on a 5-point scale

Results for Hiring and Promotion Practices

Respondents appear to have mixed feelings regarding LANL's hiring and promotion practices. In total, over two-fifths (44%) of the respondents feel they have an equal opportunity to be selected for all levels of LANL positions for which they are qualified, although more than one-third (36%) do not feel they have an equal opportunity to be selected. Nearly half (46%) of respondents indicate they have experienced fair hiring practices within their division. However, more than one-quarter (28%) believe the hiring practices in their division have been unfair.

Respondents also have mixed feelings regarding the promotion and reclassification practices within their job series as 37% feel these practices have been fair, though 32% disagree. Moreover, employees are polarized when it comes to promotions and reclassification within their divisions as 35% feel this has been fair, while 34% do not feel the divisional promotions have been fair.

Employees at the director/division level, Ph.D.'s, Caucasians and TSM's tend to be more inclined than others to agree with the statements relating to hiring and promotion practices. Conversely, Hispanics, Native Americans, lower educated, deployed and those in job series GS, OS and SSM tend to be more inclined to disagree with each of the hiring and promotion statements.

Perceptions of Some White Male Employees:

Many employees have intense feelings about the hiring and promotion practices and there are clearly some perceived problems. It is interesting that perception of the hiring and promotion practices depends greatly upon one's background. Some white male employees feel they are victims of reverse discrimination because they have been passed over for promotion by people who they believe were less qualified.

Perceptions of Some Minority Employees:

In contrast to the perceptions of some white male employees, many ethnic minority and female employees feel they are not compensated equally to their white male counterparts.

Many employees feel they do not have equal opportunity for advancement because of their skin color, gender, and, in some cases, age.

Perceptions of Favoritism:

Many respondents believe that personnel decisions are based upon who you know rather than what you know. The idea that advancement is based upon favoritism rather than personal qualifications seems to be quite prevalent. There is a perception among some employeess that jobs are "wired" for certain employees or that a "good ol' boy" network exists at LANL.

Affirmative Action:

In terms of the Affirmative Action policies at LANL, there are some mixed feelings. Some respondents are critical and associate Affirmative Action with quotas. Affirmative Action is sometimes seen as being divisive. Many of those who are opposed to Affirmative Action commented that they believe the most qualified candidates for a job are passed over because they do not fill a certain quota. Conversely, those who support Affirmative Action at LANL tend to do so based on the fact that minority employees are either under-represented or do not receive the same compensation as others in the same position.

Compensation and Benefits

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
1	I have been allowed time from work to further my education.	3.4	Organizations (ESH, CIC, ESA), gay/lesbian, Master's degree, Hispanic, female, less than 39 years old	Organizations (S, PM, E), multi-racial, disabled	21
2*	**There is an ongoing interest in my professional development in my group.**	**3.4**	**Organizations (T, CIC, ESH), management level (director/division level, group leader), less than 5 years at LANL, gay/lesbian, less than 39 years old, Master's degree, Ph.D., job series (TSM)**	**Organizations (PM, S, E), disabled, job series (TEC)**	**22**
3	I believe I am fairly compensated in relation to my contribution to LANL.	3.0	Management level (director/division level, group leader, team project leader), organizations (T, LANSCE, EES, P, TSA), Ph.D./Doctorate, Master's degree, job series (TSM)	Job series (GS, OS, TEC), Native American, Hispanic, Asian, high school graduate, Associate's degree, some college, organizations (FWO, ESH), deployed to another organization, female	31
4	I believe there is a fair process within my work group for determining salary increases for employees with similar jobs.	2.9	Management level (director/division level, group leader, team project leader), organizations (T, LANSCE, P, TSA), Ph.D./Doctorate, Master's degree, job series (TSM), less than 5 years at LANL	Job series (GS, TEC, OS), high school graduate, Associate's degree, some college, organizations (E, NMT, BUS), Native American, Hispanic, disabled, deployed to another organization	37
5	I believe I am fairly compensated compared to newly hired employees in my job classification	2.6	Organization (T), management level (director/division level, group leader, team project leader), less than 5 years at LANL, Ph.D./Doctorate, job series (TSM)	Organizations (BUS, HR, NMT), job series (OS, GS, TEC, SSM), high school graduate, some college, Associate's degree, Asian, Hispanic, Native American, deployed to another organization, female	41

*   *Predictor of LANL work morad*

†   *5 = 'Strongly Agree'; 1 = 'Strongly Disagree'*
‡   ***Ranking among 41 survey rating items on a 5-point scale***

Results for Compensation and Benefits

Over half the employees who responded to the survey either *agree* (38%) or *strongly agree* (15%) there is an ongoing interest in their professional development in their group, though nearly one-quarter (24%) do not perceive this to be true. Furthermore, the plurality (45%) of respondents indicate they have been allowed time from work to further their education, though 16% indicate they have not been allowed time off for educational purposes.

While respondents tend to have positive feelings toward their professional development at LANL, some are critical of the compensation they receive and the process by which they are compensated. For example, 42% feel they are fairly compensated in relation to their contributions to LANL, an almost equal number (38%) of respondents do not feel they are fairly compensated. Furthermore, employees are polarized on the issue of salary increases as 38% feel there is a fair process within their work group for determining salary increases for employees with similar jobs, though 39% do not feel the process is fair. In addition, 44% of employees do not feel they are fairly compensated compared to newly hired employees in their job classification.

Respondents under the age of 39, those with a Master's degree and those in organization CIC and ESH, are more inclined than others to agree they are both allowed time to further their education and believe there is an ongoing interest in their professional development. Respondents in organization S and PM, and disabled employees are more inclined than others to disagree with these statements.

In terms of compensation, it appears those at all mid- and upper-management levels, respondents of organization T, job series TSM and those with a Ph.D./Master's degree are more inclined than others to agree with each statement relating to compensation. Overall, these respondents are more inclined than others to be satisfied with the compensation system. On the other hand, Native Americans, Hispanics, deployed, lower educated and respondents working in job series GS, TEC and OS are more inclined to be dissatisfied with each of the issues relating to compensation.

Concerns of Long-Term Employees:

Many long-term employees are concerned that newly hired and often inexperienced employees start out at the same, if not higher, salaries as those who have years of service at the Lab.

Salary Alignment:

Much of the criticisms that respondents have with their compensation benefits stem from the salary alignment structure at LANL.

Performance-Based Rewards:

There is a feeling among some respondents that exceptional performance is no longer rewarded under the new salary structure. Although most employees gain fulfillment from the work they do, some feel there are inadequate monetary incentives for hard work and production.

Evaluation Process:

In addition to issues about salary alignments and the salary levels of newly hired employees, many expressed concern with the process by which employees are evaluated. Some employees feel the evaluation process and in turn compensation does not properly assess their contributions to the organization. One of the most common complaints that respondents have is that their salary increases are often determined by people who may not be the best judge of their contributions and performance.

Deployed Employees:

Respondents who are deployed to another organization tend to be more critical of compensation practices, they also show lower levels of overall work satisfaction and morale than do non-deployed individuals.

Management Practices

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
1	I believe my supervisor considers my job important.	4.0	Less than 5 years at LANL, less than 39 years old, organization (ESA)	Organization (FWO), job series (GS), disabled	4
2	I feel accepted by my supervisor.	4.0	Organization (P, T), less than 5 years at LANL, less than 39 years old	Job series (GS), organization (HR), disabled	8
3	My supervisor treats employees equally regardless of their personal and cultural differences.	3.7	Organizations (T, P), management level (director/division level, group leader), less than 5 years at LANL, Ph.D./Doctorate, Master's degree, job series (TSM)	Job series (GS), organizations (BUS, PM, E), high school graduate, disabled, Hispanic	17
4	I believe that administrative policies are administered consistently by my supervisor.	3.6	Organization (T), management level (group leader), less than 5 years at LANL, Master's degree	Organizations (HR, CST), disabled, some college	19
5	My supervisor is held accountable for his/her actions by the next level of management.	3.4	Management level (director/division level), organizations (P, T), job series (OS), less than 5 years at LANL	Organizations (PM, MST), disabled	20
6*	**I feel secure in expressing my opinions at LANL without fear of retaliation by management.**	**3.0**	**Management level (director/division level, group leader), less than 5 years at LANL, organizations (T, EES, LANSCE, TSA), Master's degree, Ph.D./Doctorate**	**Organizations (E, NIS), disabled, multi-racial**	**32**

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*   Predictor of LANL work morale
†   5 = 'Strongly Agree'; 1 = 'Strongly Disagree'
‡   Ranking among 41 survey rating items on a 5-point scale

Results for Management Practices

Respondents tend to hold their supervisors in high regard with over three-quarters (78%) *agreeing* or *strongly agreeing* they feel accepted by their supervisor and their supervisor considers their job to be important. Furthermore, two-thirds of the respondents feel their supervisor treats employees equally regardless of their personal or cultural differences, and over three-fifths (62%) feel administrative policies are administered consistently by their supervisor. It should be noted, however, that approximately one-fifth (18%) of respondents do not feel their supervisor treats all employees fairly regardless of their personal and cultural differences or that their supervisor administers policies consistently.

The majority of respondents (54%) feel their supervisor is held accountable for his/her actions by the next management level, though 21% do not feel this to be true. While 41% of respondents feel secure in expressing their opinions at LANL without fear of retaliation by management, an almost equal percentage (36%) of employees do not feel secure in voicing their opinions.

Respondents who have worked at LANL for less than five years, those with higher levels of education, upper- level managers and those working in organization T are more inclined than others to agree with each of the issues relating to management practices. Interestingly, disabled employees are consistently more critical of management practices.

Distrust of Management:

More than one-third (36%) of the respondents do not feel secure expressing their opinions at LANL without fear of retaliation by management.

Lack of Accountability:

Another common complaint that respondents have is that management is not held accountable for their actions.

Acceptance By Peers

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
1	I feel accepted by my work group co-workers regardless of my *gender*.	4.0	Male, Ph.D./Doctorate, less than 5 years at LANL, job series (TSM), organizations (DX, T)	Female	2
2	I feel accepted by my work group co-workers regardless of my *sexual orientation*.	4.0	Organization (T)	Gay/lesbian/bisexual	3
3	I feel accepted by my work group co-workers regardless of my *age*.	4.0	Management level (director/division level/group leader), organizations (S, T)	Disabled	5
4	I feel accepted by my work group co-workers regardless of my *race and ethnic group*.	4.0	Caucasian, Ph.D./Doctorate, job series (TSM), management level (group leader), organizations (ESA, T)	Hispanic, Asian, job series (GS, TEC), organizations (CST, NMT)	6
5	I feel accepted by my work group co-workers regardless of my *disabilities*.	4.0	Ph.D./Doctorate, job series (TSM), management level (group leader), organization (DX)	Disabled, job series (OS), organization (CST)	7
6	I feel accepted by my work group co-workers regardless of my *veteran's status*.	4.0	Ph.D./Doctorate/Masters, job series (TSM), management level (group leader), organization (DX)	Veteran/active military	9
7	I feel accepted by my work group co-workers regardless of my *job classification*.	3.9	Ph.D./Doctorate, less than 5 years at LANL, job series (TSM), management level (group leader/team/project leader), organizations (DX, S, T)	Female, some college/Associate's degree, disabled, job series (OS), organizations (HR, LANSCE)	10

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†   5 = 'Strongly Agree'; 1 = 'Strongly Disagree'
‡   Ranking among 41 survey rating items on a 5-point scale

Results for Perceived Acceptance by Peers

Employees were asked to rate how strongly they either agree or disagree with several statements relating to how accepted they feel within their work group. The vast majority of respondents who have an opinion either *strongly agree* or *agree* that they feel accepted by their co-workers regardless of their gender (84%), sexual orientation (82%), race/ethnicity (81%), job classification (81%), age (80%), disabilities (78%) or veteran's status (75%).

There are some interesting differences when looking at the opinions of specific demographic groups. For example, 13% of female respondents do not feel accepted by their work group because of their gender, compared to 2% of males. One-quarter of Asian respondents, 14% of Hispanics and 11% of Native American employees who completed the survey do not feel accepted because of their race/ethnicity. One-quarter of gay/lesbian respondents do not feel accepted because of their sexual orientation and 21% of disabled respondents do not feel accepted because of their disability.

Workforce Diversity Awareness and Practices

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
1	I enjoy working with employees who have a personal or cultural background that differs from my own.	4.1	Gay/lesbian, management level (director/division level), organizations (HR, T, S), Hispanic, female	NA	1
2	I believe that my group accommodates employees with disabilities.	3.9	Management level (director/division level, group leader), organizations (HR, NIS), disabled*	Disabled*, organizations (FWO, S, E)	11
3	It is important for LANL to consider how it can accommodate personal and cultural diversity in the employee workforce.	3.8	Organizations (T, S, HR), gay/lesbian, Hispanic, Asian, management level (group leader, director/division level), job series (SSM), female	Disabled, organization (CST)	13
4	I believe that workplace diversity issues apply to all employees.	3.8	Organizations (T, HR), management level (director/division level, group leader), gay/lesbian, Asian, female, job series (SSM)	Native American, disabled, organization (MST, NIS)	14
5	I am familiar with Affirmative Action and EEO policies at LANL.	3.8	Management level (group leader, director/division level), organizations (S, HR, PM, BUS), job series (SSM), gay/lesbian, over 50 years old, Master's degree, deployed to another organization	Less than 39 years old, organization (X)	15
6	I believe that my group treats employees equally regardless of their personal and cultural differences.	3.7	Organizations (T, P), management level (group leader, director/division level), Ph.D./Doctorate	Job series (GS), Native American, Hispanic, organizations (BUS, NMT), some college, disabled	18

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†   5 = 'Strongly Agree'; 1 = 'Strongly Disagree'
‡   Ranking among 41 survey rating items on a 5-point scale
*   Polarization in responses.

Workforce Diversity Awareness and Practices *(continued)*

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
7	I am familiar with LANL's Employee Advisory Council (EAC).	3.4	Organizations (CIC, HR, S, NIS), management level (group leader), job series (SSM, OS), female	Organizations (PM, P, ESH), less than 5 years at LANL	23
8	It is important for LANL to have a Diversity Office.	3.3	Gay/lesbian, Hispanic, job series (OS, GS, SSM), management level (director/division level), organizations (FWO, BUS, HR), high school graduate, some college, female	Organizations (DX, NIS, X), Ph.D./Doctorate, disabled, job series (TSM), male, management level (team project leader)	25
9	I am familiar with LANL's Diversity Council and Diversity Working Groups.	3.2	Gay/lesbian, management level (director/division level), organizations (S, HR, EES), job series (OS, GS, SSM), female, Hispanic	Organizations (LANSCE, TSA), less than 5 years at LANL, Ph.D./Doctorate	27
10	I believe diversity is being effectively addressed at LANL.	3.1	Management level (director/division level, group leader), organizations (T, S), job series (OS), Ph.D./Doctorate	Asian, Hispanic, disabled, organizations (HR, MST), deployed to another organization, 40-49 years old	30
11	I believe that diversity efforts at LANL exist because LANL management is committed to improving the workplace for all employees.	3.0	Management level (director/division level, group leader), gay/lesbian	Organization (PM), disabled	34
12	The role of the LANL Diversity Office is clear to me.	2.9	Management level (director/division level), gay/lesbian, organizations (S, HR), high school graduate, some college, Hispanic	Organization (X), Ph.D./Doctorate, job series (TSM), management level (team project leader)	36

†   5 = 'Strongly Agree'; 1 = 'Strongly Disagree'
‡   Ranking among 41 survey rating items on a 5-point scale

Workforce Diversity Awareness and Practices *(continued)*

Rank	Survey Issue	Mean Rating†	Significantly More Likely To Agree	Significantly More Likely To Disagree	Overall Survey Ranking ‡
13	It is my experience or impression that the LANL Employee Advisory Council (EAC) effectively addresses employee issues.	2.9	Job series (GS, OS), management level (director/division level), organizations (HR, S, CST, CIC), gay/lesbian, female, high school graduate, Hispanic	Disabled, organization (MST)	38
14	It is my experience or impression that the LANL Diversity Council and Working Groups effectively address employee issues.	2.8	Gay/lesbian, job series (GS, OS), organizations (S, BUS), management level (director/division level), Hispanic, high school graduate, some college, female	Asian, organization (E), disabled	39

† 5 = 'Strongly Agree'; 1 = 'Strongly Disagree'

‡ Ranking among 41 survey rating items on a 5-point scale

Results for Workforce Diversity Awareness and Practices

Personal Feelings and Experiences with Diversity:

Employees were asked to rate how strongly they either agree or disagree with several statements relating to workforce diversity. As shown by the mean scores on the preceding page, respondents are most inclined to say they enjoy working in a diverse workplace. In fact, 83% agree they enjoy working in a culturally diverse workforce environment and only 1% indicate they do not enjoy working in such an environment. Moreover, seven-in-ten respondents feel it is important for LANL to consider how it can accommodate personal and cultural diversity in the employee workforce, though 11% do not see the value in this. Approximately two-thirds of respondents either *agree* or *strongly agree* that workforce diversity issues apply to all employees (69%), that they are personally familiar with Affirmative Action and EEO policies at LANL (68%) and that their group treats employees equally regardless of personal and cultural differences (66%). It is important to note, however, that nearly one-fifth (17%) of respondents do not feel as though their group treats all employees equally. Respondents in job series GS, Native Americans, Hispanics, disabled and employees in organizations BUS and NMT are more inclined than others to disagree their work group treats people equally. Three-fifths of respondents believe their group accommodates employees with disabilities, while just 4% do not feel disabled employees are being properly accommodated.

Awareness and Perceptions of Diversity Mechanisms:

In addition to asking about their personal feelings on workforce diversity, employees were asked about several questions relating to LANL's handling of these issues. Overall, the departments and organizations that are in place to deal with diversity issues receive mixed results. Nearly half (47%) the respondents feel it is important for LANL to have a Diversity Office, though 21% do not agree. However, many respondents (35%) do *not* have a clear understanding of the role the Diversity Office plays, though 30% feel they do have a good understanding of this, and 30% have a neutral opinion.

Similar to results observed for the Diversity Office, half (51%) the respondents indicate they are familiar with LANL's Employee Advisory Council (EAC). Just 19% of respondents either *agree* or *strongly agree* that the LANL Employee Advisory Council effectively addresses employee issues. Approximately one-quarter (23%) do not feel the EAC handles employee issues effectively, while the plurality (39%) have a neutral opinion on the issue. Less than half (42%) the respondents are familiar with LANL's Diversity Council and Working Groups, 23% are unfamiliar with these and another 29% give a neutral response. Furthermore, less than one-fifth (17%) of respondents feel the LANL Diversity Council and Working Groups effectively address employee issues and one-in-four respondents do not feel these entities are effectively handling employee issues. The plurality of respondents (36%) have a neutral opinion regarding the effectiveness of the Diversity Council and Working Groups and another 22% have not formed an opinion on the issue.

On a more general level, respondents have very mixed feelings about the way management deals with employment issues at LANL. While one-third (34%) believe the diversity efforts at LANL exist because LANL management is committed to improving the workplace for all employees, an almost equal percentage (30%) do not believe this to be true and 29% have a neutral opinion. Furthermore, just one-in-three respondents either *agree* or *strongly agree* that diversity is being effectively addressed at LANL, while 24% do not feel this is being effectively addressed and 34% have a neutral opinion.

Asian, Hispanic, disabled and deployed respondents along with those in HR and MST are more inclined than others to feel diversity issues are not being effectively addressed at LANL.

Differences in Perception:

While the majority of respondents feel diversity is important, this is a sensitive issue. Some employees view the efforts to create diversity in the workplace and ensure the rights of specific groups of employees as being divisive. This problem becomes more acute if certain groups are perceived to be receiving preferential treatment over others. Some white male respondents have very negative views of diversity issues because they feel they are being excluded and in some cases feel they are victims of reverse discrimination. It is important to note, however, that white male respondents, particularly those with the highest levels of education tend to be more satisfied than minorities when it comes to their personal experiences in hiring and promotion practices at LANL. It is the white males who are middle-aged and have a four-year college degree or less who tend to be more critical.

Hispanic, Asian and Native American respondents tend to place more importance on diversity issues than do Anglo respondents and they also tend to derive great enjoyment from working in a culturally diverse workplace. However, non-Anglo respondents are also more inclined than Anglos to feel their group does *not* treat employees equally regardless of personal and cultural differences. By the same token, one-fifth of those respondents who have a disability do not feel as though their group accommodates employees with disabilities compared to just 3% of non-disabled employees who feel this way. It should be noted that female employees are more inclined than males to place importance on diversity in the workplace and enjoy working in a diverse workforce.

Perceived Ineffectiveness of Diversity Policies:

Opinions differ on the effectiveness of the various mechanisms by which LANL deals with diversity issues. Some employees feel the diversity offices and organizations are mere window dressing and have no real power to affect change and enforce rules. To these employees, there is still much more to be done in eliminating discrimination and ensuring that minorities are represented at all levels within LANL.

Respondents with an opposing point of view feel the mechanisms to ensure diversity have gone too far and some question the need for even having a Diversity Office or other diversity related organizations. As previously mentioned, some of those who are critical of the diversity practices at LANL often feel they are victims of reverse discrimination. Many of those who are critical of the diversity offices and practices at the Lab feel that instead of unifying employees it has caused tension and resentment.

The Need For Education:

While there are very strong feelings about the various diversity offices and practices at LANL, there are also many employees who either have not heard of or have mixed feelings about them. Encouraging diversity appears to have very different meanings among certain groups of employees.

It would appear as though the Diversity Office and employee working groups need to do more to educate all employees of the practices and policies that are being implemented.

II.   RESEARCH OBJECTIVES & METHODS

Survey Development & Sponsorship

This survey was proposed and developed by Los Alamos National Laboratory employees and sponsored by the Los Alamos National Laboratory Diversity/OEO Director. The LANL Work Environment Survey Committee members were the following:

Lorraine Segura, Chair	Bennie Martinez, Vice Chair
Wendee Brunish	Veronique Longmire
Esther Catron	Mike Maloney
Kent Croasdell	Alan McKinnon
Betty Harris	Ruben Rangel
Julie Johnston	Frank Stonehouse
Kien-Yin Lee	Mick Trujillo

Survey Objectives

The purpose of the survey was to assess employees' attitudes, opinions and suggestions regarding their work environment and determine the key predictors of LANL employee work morale.

Results from the study are to be used to develop insights into how LANL can best address issues relating to the workplace environment including:

Work morale
Management practices
Hiring and promotion practices
Workforce diversity awareness
Compensation and benefits practices

Survey Questionnaire & Administration

The 55-item survey was comprised of both closed-ended rating questions and open-ended items to identify other issues important to LANL employees. The self-administered survey was distributed to all part-time and full-time LANL U.C. employees the last week of August 1999. Included with the survey instrument was a cover letter from Director John Browne explaining the objectives of the study.

To ensure confidentiality, all respondents were instructed to mail their completed surveys directly to Research & Polling, Inc. Included with the survey instrument and cover letter was a stamped, pre-addressed business reply envelope. Respondents were asked to return the survey to Research and Polling within 15 days after receiving it. After the initial distribution of the survey, a reminder e-mail was sent to all managers and the return deadline for completion was extended to October 8, 1999 to increase response rates.

The final survey instrument was developed by LANL's Work Environment Survey Committee and Research & Polling, Inc. The initial survey questionnaire was pre-tested among 24 Human Resources staff and Business Operations Division members and 41 Diversity Council, Diversity Working Group, and Special Interest Group members. Survey questions were refined based on the comments and suggestions of pre-test participants prior to finalization.

Sample

Surveys were distributed to all 7,001 part-time and full-time LANL employees. A total of 2,904 completed surveys were returned, representing a response rate of 41%.

Report

This report is comprised of an executive summary and graphs summarizing results for each individual question reporting variances in attitude or perception among the demographic subgroups which include:

Age	Management level
Gender	Education
Ethnicity	Disability status
Length of employment	Sexual orientation
Job Series	Deployment
Organization	Veteran's status

To further ensure anonymity and confidentiality, results are never reported for a subgroup population with less than 30 respondents.

III. PROFILE OF SAMPLE

SAMPLE REPRESENTATIVENESS OF LANL WORKFORCE

The sample of survey respondents is highly representative of the actual LANL workforce. Where slight discrepancies occurred, the sample data was weighted so that it accurately reflected the LANL workforce composition prior to data analysis.

	Actual Workforce (N = 7,001)	*Survey Respondents (N = 2,904)*	*Survey Respondents (Weighted)* *
Job Series			
P TSM	48.0%	50.3%	48.7%
P TEC	23.5%	19.0%	23.5%
P SSM	16.5%	19.6%	15.8%
P OS	8.3%	8.1%	8.5%
P GS	3.7%	2.8%	3.3%
Gender			
P Male	68.8%	65.7%	68.1%
P Female	31.2%	34.3%	31.9%
Race/Ethnicity			
P Caucasian	66.7%	68.2%	64.2%
P Hispanic	28.6%	21.4%	25.4%
P Native American	1.9%	1.6%	1.7%
P Asian/Pacific	2.4%	2.1%	2.1%
P Multi-racial	N/A	3.0%	3.1%
P African American	0.4%	0.6%	0.6%
P Other	N/A	3.1%	2.9%
Age			
P 39 years or less	26.0%	24.4%	24.1%
P 40 to 49 years	37.6%	36.6%	37.0%
P 50 years or more	36.3%	38.9%	38.7%

	Actual Workforce (N = 7,001)	*Survey Respondents (N = 2,904)*	*Survey Respondents (Weighted)* *
Education			
P No college degree	28.3%	19.4%	23.9%
P Associate's	7.3%	8.8%	8.7%
P Bachelor's	20.5%	21.6%	22.0%
P Master's	18.4%	24.1%	19.3%
P Ph.D./Doctorate	25.4%	26.1%	26.1%
Length of Employment at LANL			
P Less than 5 years	N/A	13.4%	13.0%
P Between 5 and 20	N/A	59.7%	58.3%
P More than 20 years	N/A	26.9%	28.7%
Deployment			
P Deployed	N/A	12.8%	12.1%
P Non-Deployed	N/A	87.2%	87.9%
Disability Requiring Accommodation			
P Yes	N/A	5.3%	5.2%
P No	N/A	93.2%	93.4%
Sexual Orientation			
P Heterosexual	N/A	97.8%	97.9%
P Gay/Lesbian	N/A	2.2%	2.1%
Veteran's Status			
P Veteran	N/A	17.6%	18.3%
P Non-Veteran	N/A	82.4%	81.7%

*   *Demographic factors were weighted to ensure that subgroups of respondents accurately represented the LANL workforce composition. The analysis presented in this report is based on this weighted sample of survey respondents.*

IV.   GRAPHS OF SURVEY RESULTS

Respondents were asked to rate how strongly they either agree or disagree with various statements relating to their work environment. The following graphs present the percentage of respondents who *strongly agree, agree, disagree* or *strongly disagree* with each of the survey items. The percentage of respondents who either had a *neutral* opinion or answered *don't know/does not apply* are not included in the graphs.

"I'm Satisfied Working at LANL"
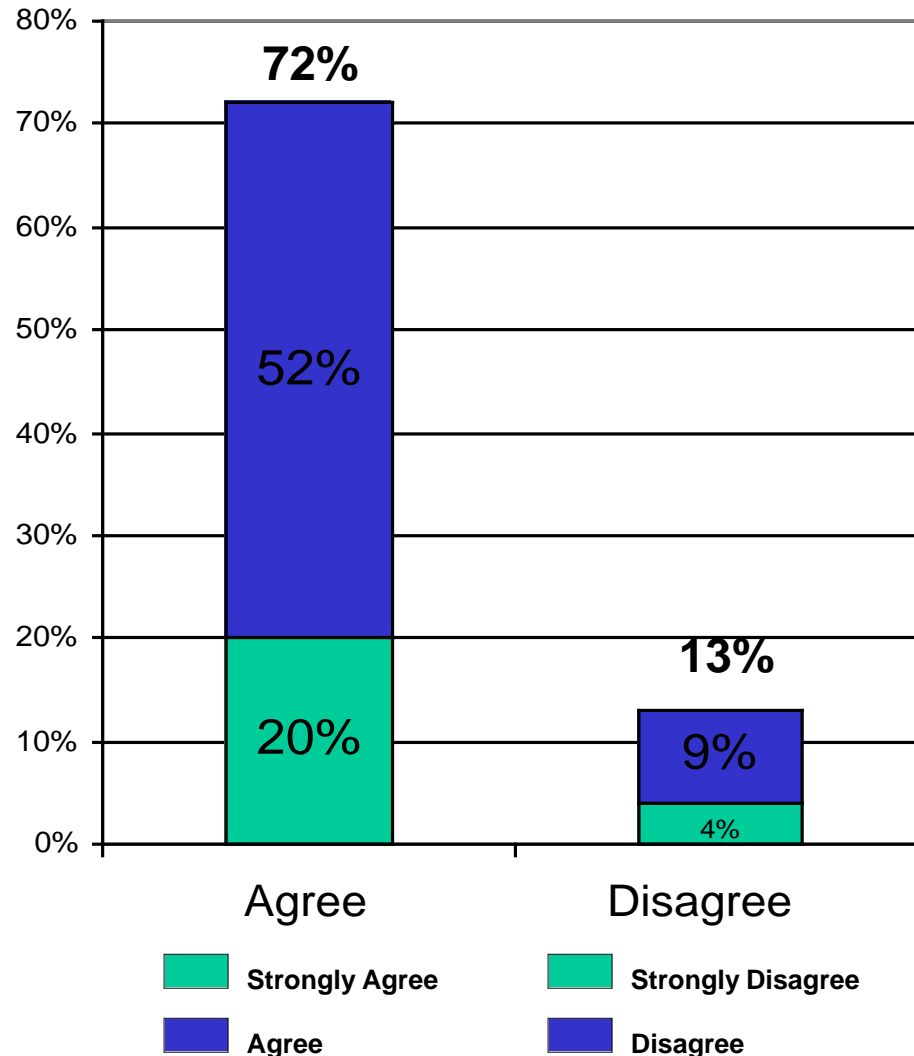
- **Most Likely to Agree**
  - Director/Division Level (87%)
  - Organization - S (85%), CIC (81%), ESA (79%)
  - Less than 5 years at LANL (81%)
  - Hispanic (78%)
  - Less than 39 years old (78%)
  - Some College (77%)
  - Gay/Lesbian (77%)

- **Most Likely to Disagree**
  - Disabled (22%)
  - Organization - X (22%), EES (22%), CST (21%)
  - Deployed to another org. (18%)
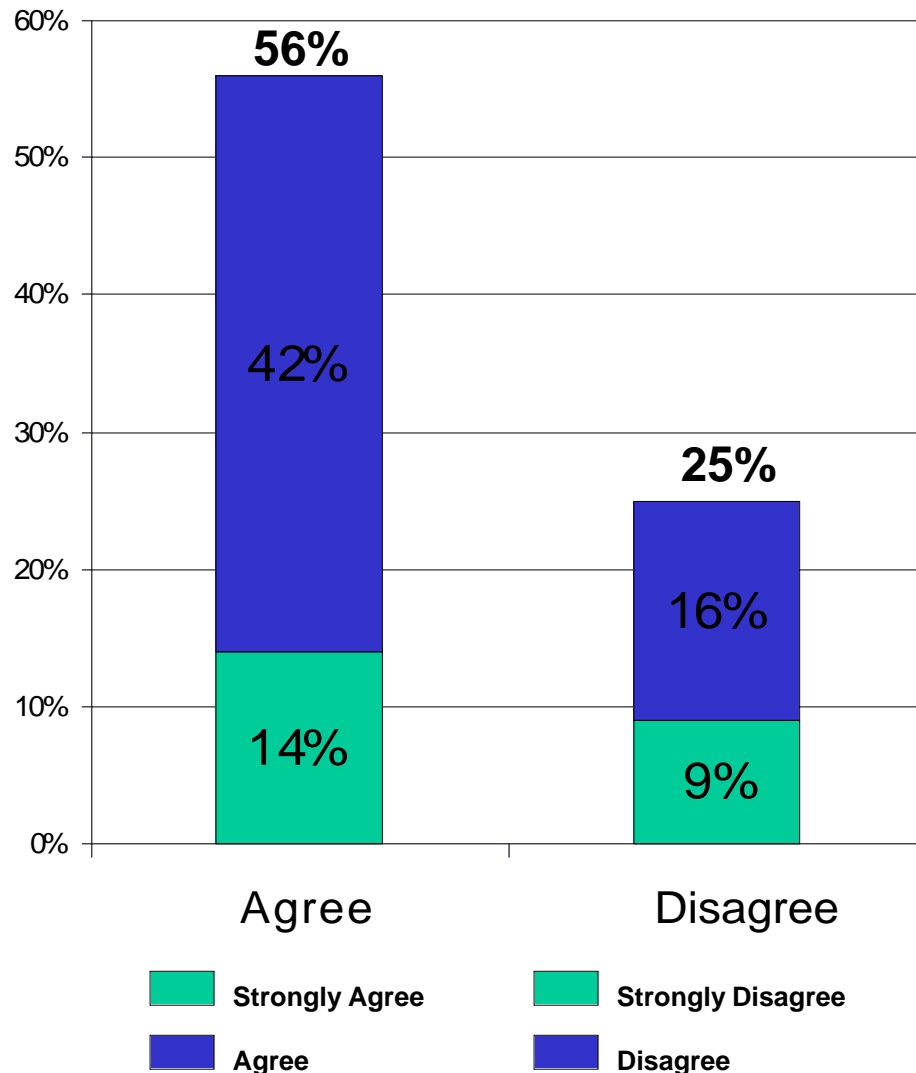
Chart values: Agree **72%** (Strongly Agree 20%, Agree 52%); Disagree **13%** (Strongly Disagree 4%, Disagree 9%)

Legend: Strongly Agree, Agree, Strongly Disagree, Disagree

"My Work Morale is Good"

- <u>Most Likely to Agree</u>
  - Management Level
    - Director/Division Level (80%)
  - Less than 5 years at LANL (71%)
  - Organization - T (64%), BUS (62%), CIC (62%), ESA (62%)
  - Less than 39 years old (62%)

- <u>Most Likely to Disagree</u>
  - Organization - X (42%), E (38%), EES (37%)
  - Native American (37%)
  - Disabled (34%)
  - Deployed to another org. (32%)
  - More than 20 years at LANL (30%)

"Employee Resolution Mechanisms are Effective"
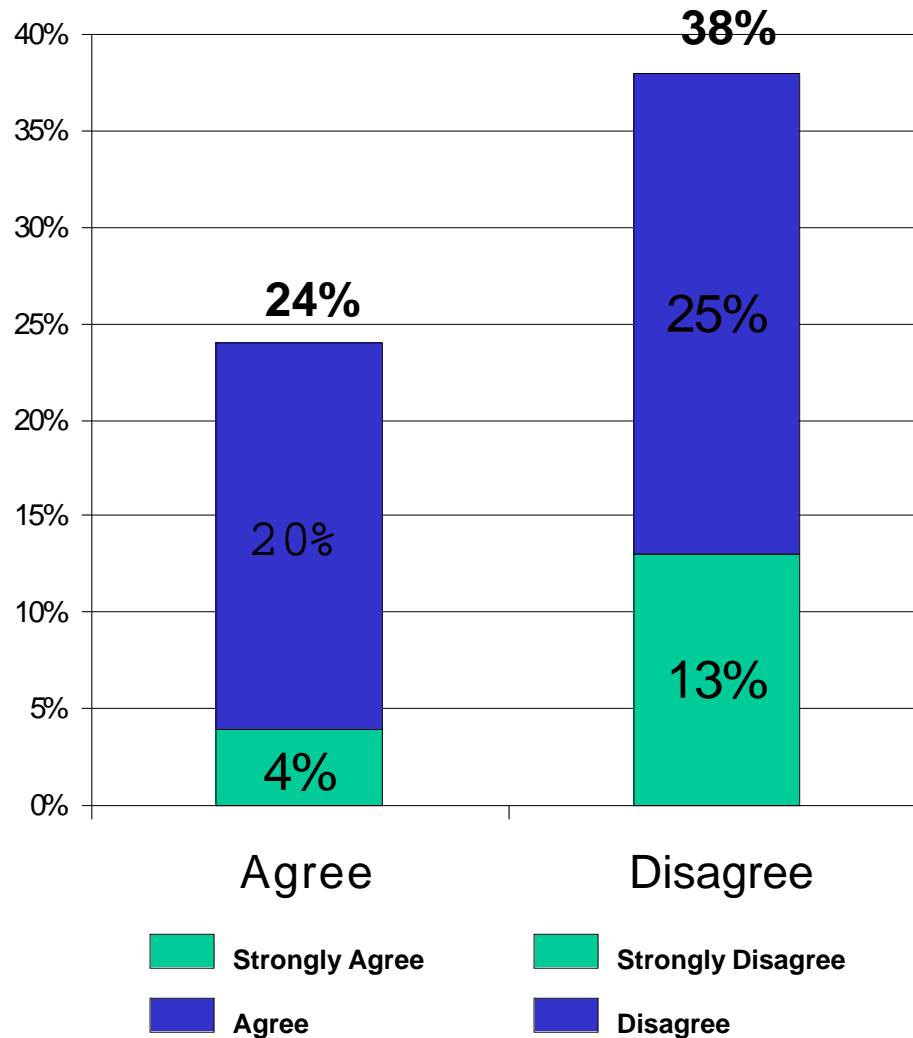
- **Most Likely to Agree**
  - Director/Division Level (56%)
  - Organization - T (44%), S (34%), HR (34%)
  - Group Leader (33%)

- **Most Likely to Disagree**
  - Disabled (54%)
  - Organization - NMT (52%), MST (47%), E (56%)
  - Job Series - GS (49%)
  - Deployed to another org. (47%)
  - Associate's Degree (44%)
  - Hispanic (42%)
  - Female (42%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

"My Work Gives Me a Sense of Accomplishment"
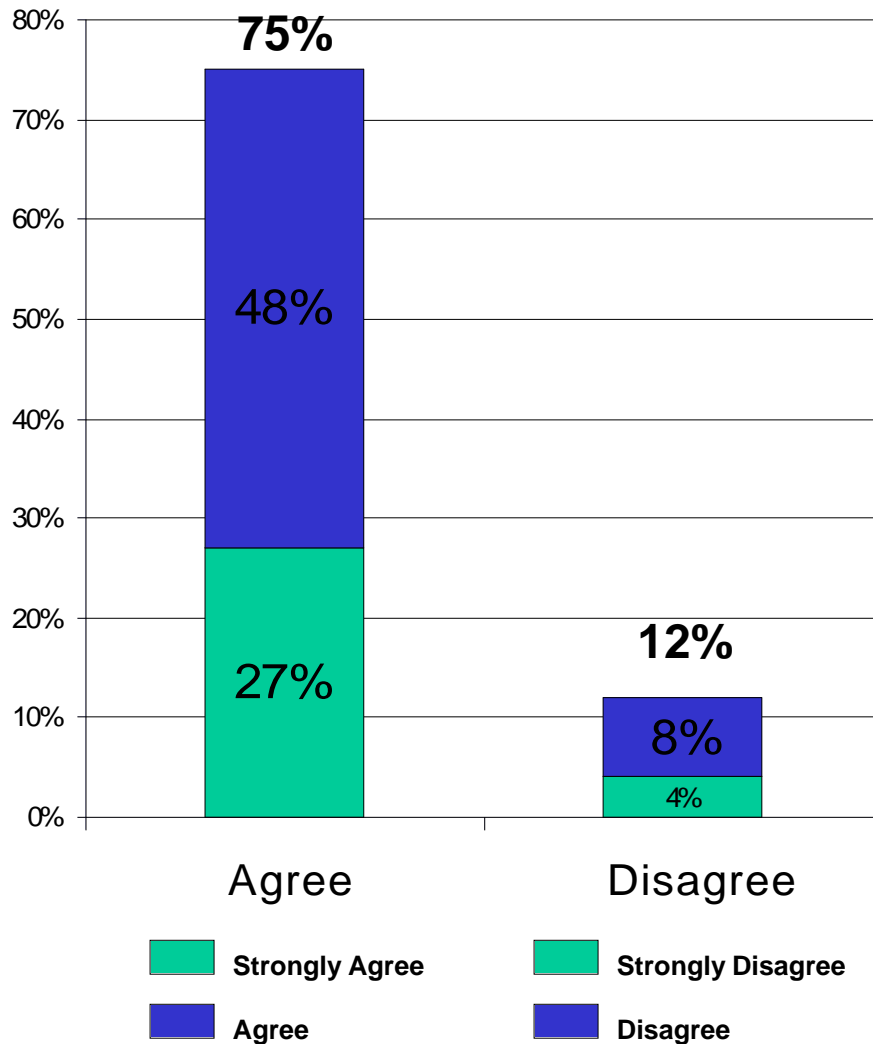
- <u>Most Likely to Agree</u>
  - Management Level
    - Director/Division Level (91%)
    - Group Leader (80%)
    - Other Supervisory (78%)
  - Organization - T (91%), S (84%), ESA (82%), NIS (80%)
  - Less than 5 years at LANL (80%)
  - Less than 39 years old (79%)
  - Ph.D./Doctorate (78%)

- <u>Most Likely to Disagree</u>
  - Disabled (20%)
  - Organization - FWO (19%)

Chart values:
- Agree: 75% (Strongly Agree 27%, Agree 48%)
- Disagree: 12% (Strongly Disagree 4%, Disagree 8%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

"I Have an Equal Opportunity To be Selected for All Levels of Positions"

44%

33%

11%

Agree

36%

24%

12%

Disagree

Legend:
- ■ Strongly Agree
- ■ Agree
- ■ Strongly Disagree
- ■ Disagree
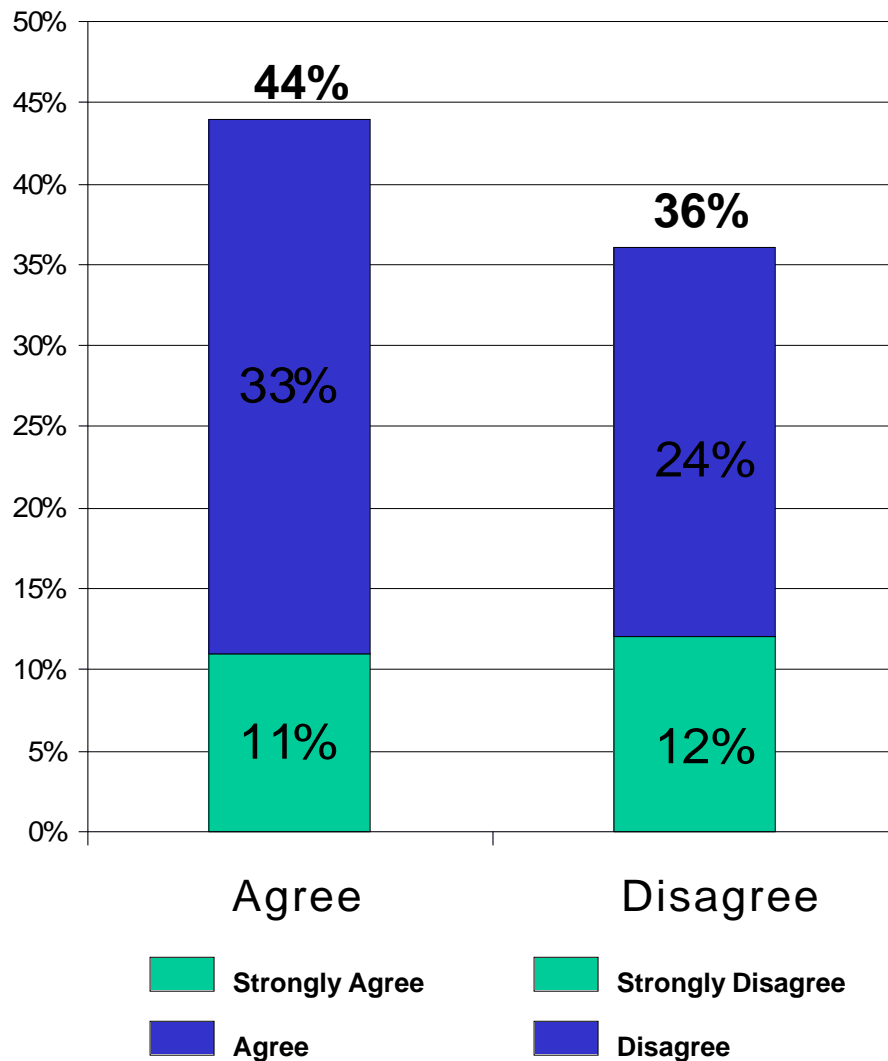
- **Most Likely to Agree**
  - Organization - T (78%), X (55%)
  - Management Level
    - Group Leader (61%)
  - Less than 5 years at LANL (57%)
  - Ph.D. /Doctorate (55%)
  - Job Series - TSM (52%)
  - Caucasian (50%)
  - Less than 39 years old (49%)

- **Most Likely to Disagree**
  - Organization - PM (55%), E (49%), FWO (48%), BUS (46%), NMT (45%)
  - Disabled (50%)
  - Native American (47%), Hispanic (45%)
  - Job Series - GS (47%), SSM (46%)
  - Deployed to another org. (46%)
  - Associate's Degree (45%)

"I Have Experienced Fair Hiring Practices within my Division"
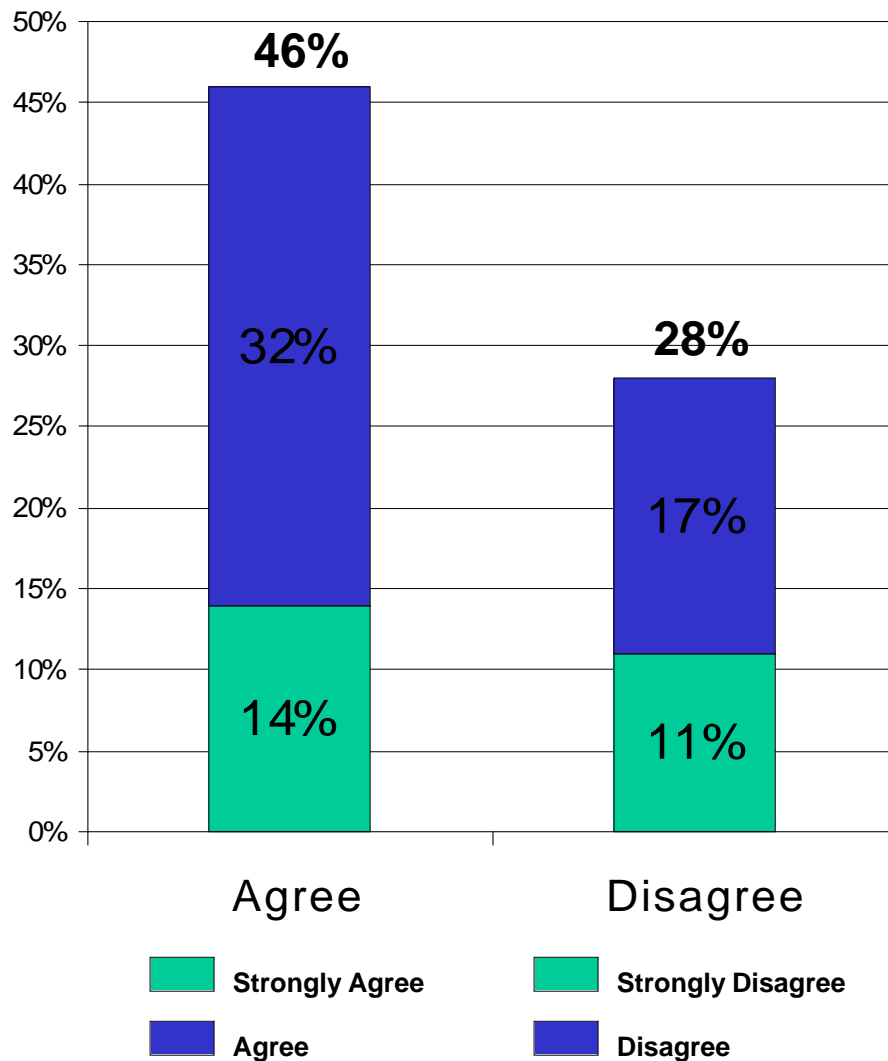
- **Most Likely to Agree**
  - Management Level
    - Director/Division Level (82%)
    - Group Leader (69%)
  - Organization - T (80%), P (65%), X (58%)
  - Less than 5 years at LANL (64%)
  - Ph.D./Doctorate (60%), Master's Degree (51%)
  - Job Series - TSM (56%)
  - Caucasian (52%)

- **Most Likely to Disagree**
  - Organization - PM (50%), BUS (47%), E (37%), HR (37%)
  - Job Series - GS (49%), OS (39%), SSM (38%)
  - High school graduate (43%)
  - Hispanic (42%), Native American (40%)
  - Deployed to another org. (37%)

"I Have Experienced Fair Promotion and Reclassification Practices within my Job Series"
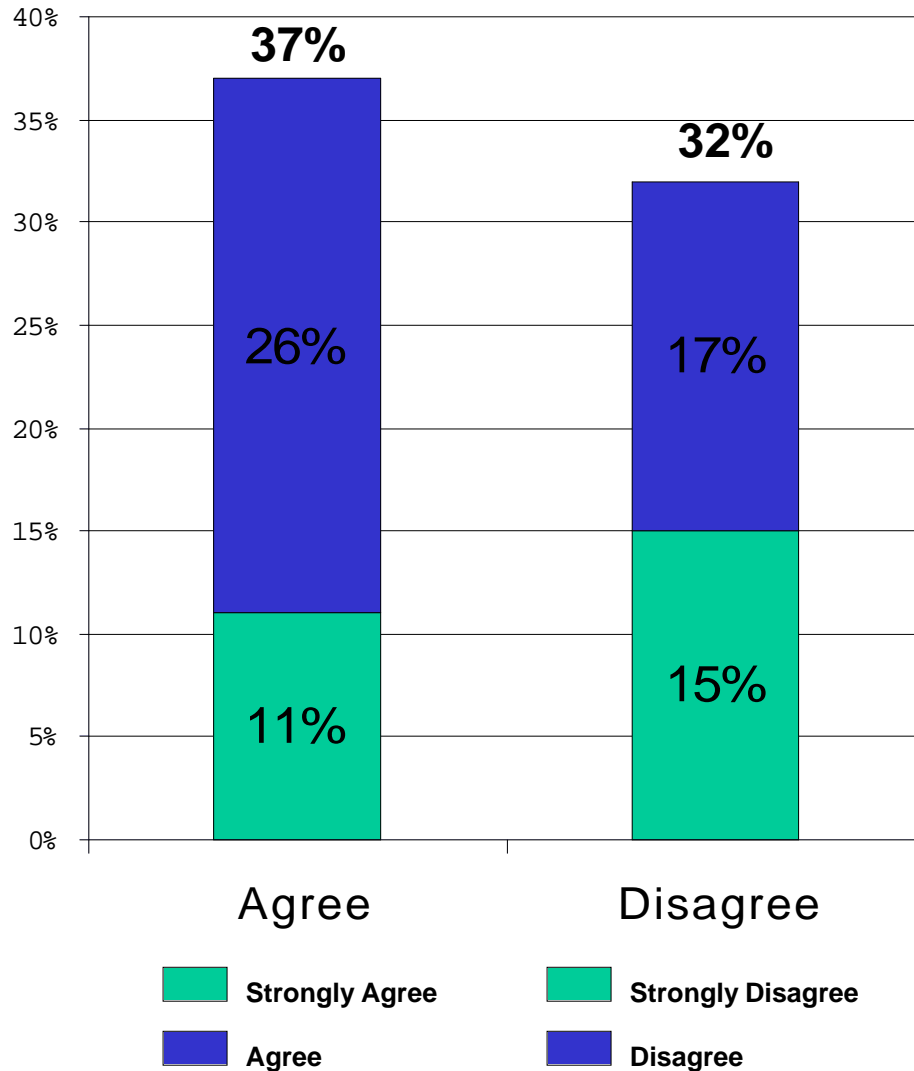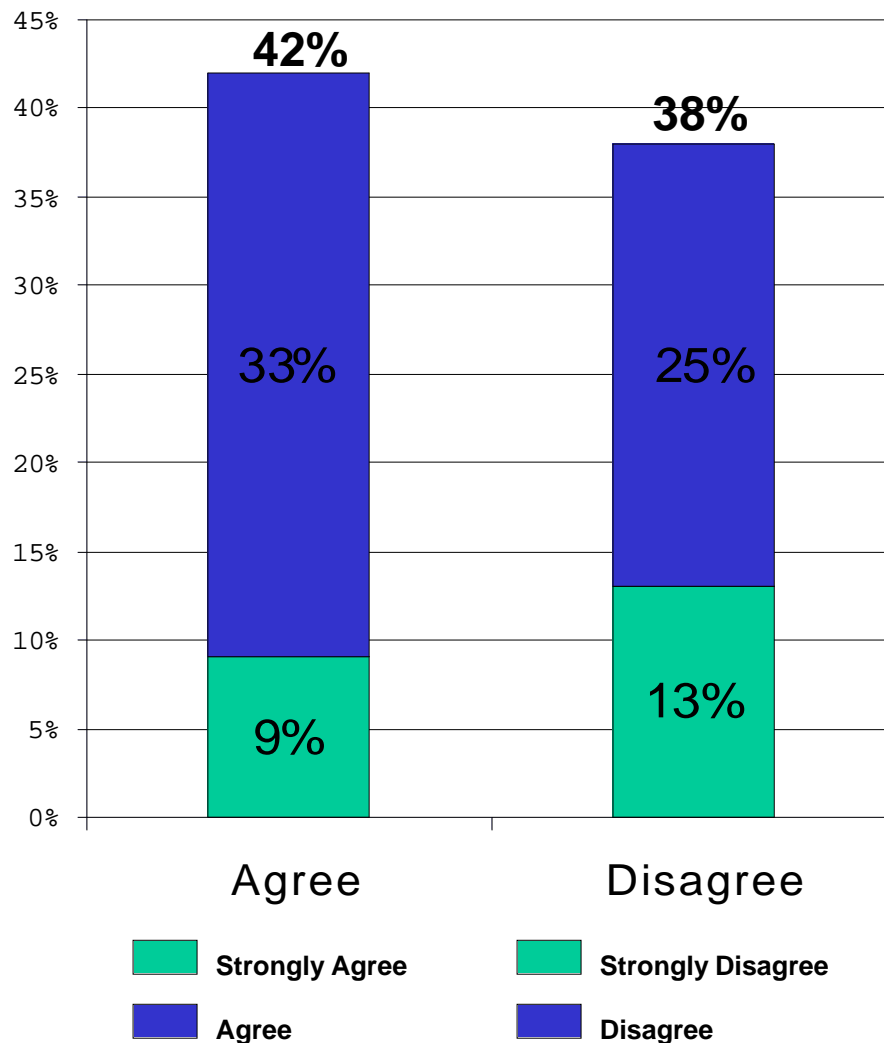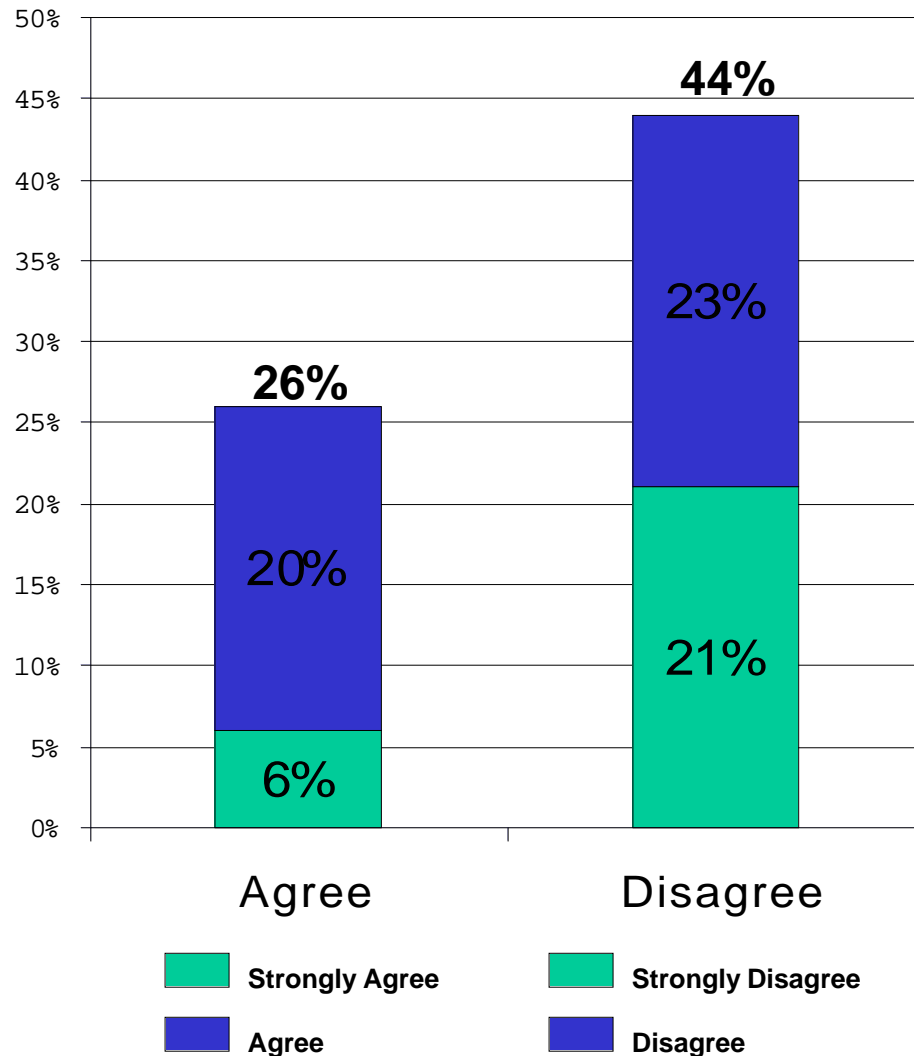

- ## Most Likely to Agree
  - Management Level
    - Director/Division Level (60%)
    - Group Leader (55%)
    - Team Project Leader (49%)
  - Organization - T (59%), P (51%)
  - Ph.D./Doctorate (47%)
  - Job Series - TSM (44%)

- ## Most Likely to Disagree
  - Job Series - GS (66%), OS (54%), TEC (46%), SSM (45%)
  - Organization - HR (55%), BUS (53%)
  - Hispanic (49%), Native American (48%)
  - Education
    - Associate's Degree (49%)
    - Some College (45%)
  - Deployed to another organization (43%)
  - Female (41%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

"I Have Experienced Equal Opportunity for Promotion and Reclassification within my Division"
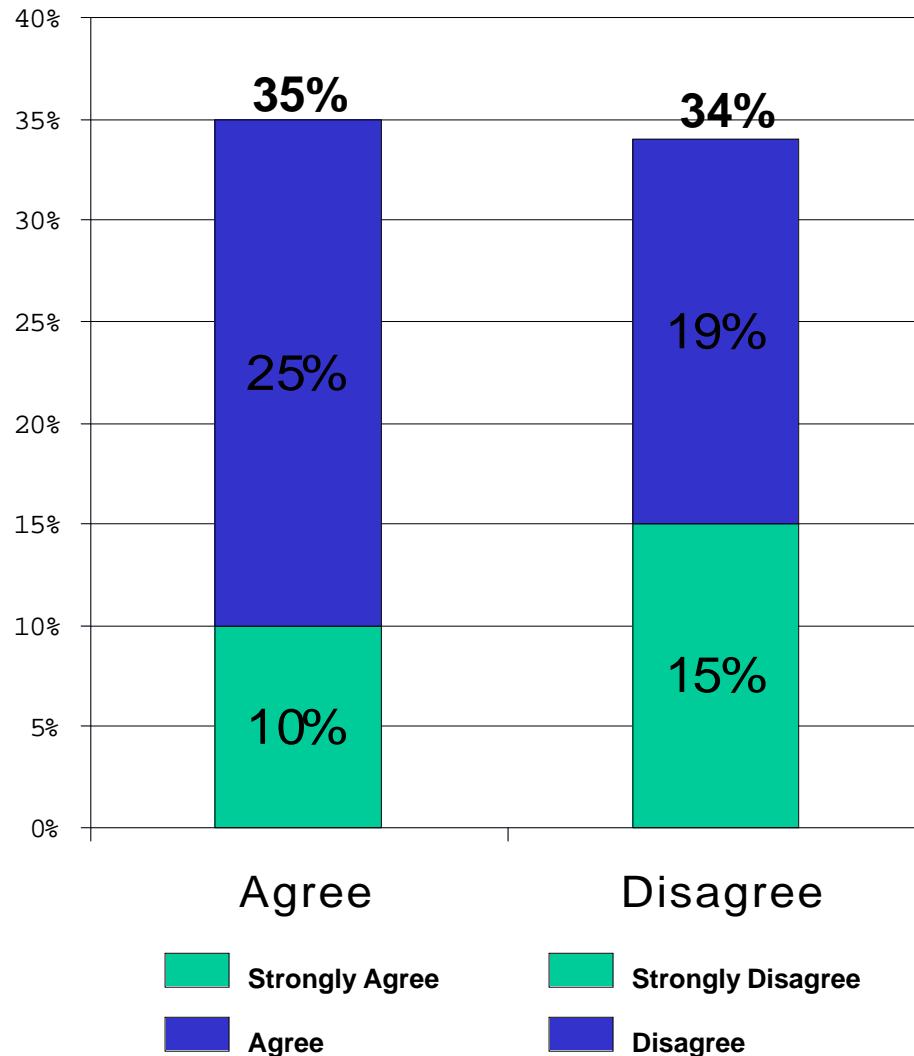
- **Most Likely to Agree**
  - Organization - T (70%), P (54%)
  - Management Level
    - Director/Division Level (60%)
    - Group Leader (60%)
    - Team Project Leader (44%)
  - Ph.D./Doctorate (46%)
  - Job Series - TSM (44%)
  - Caucasian (40%)

- **Most Likely to Disagree**
  - Job Series - GS (61%), OS (52%), SSM (45%), TEC (44%)
  - High School Graduate (59%), Some College (44%)
  - Organization - BUS (53%), FWO (49%), HR (46%)
  - Hispanic (49%)
  - Gay/Lesbian (47%)
  - Deployed to another organization (44%)
  - Female (41%)

Chart legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

"I Believe in Affirmative Action Policies at LANL"
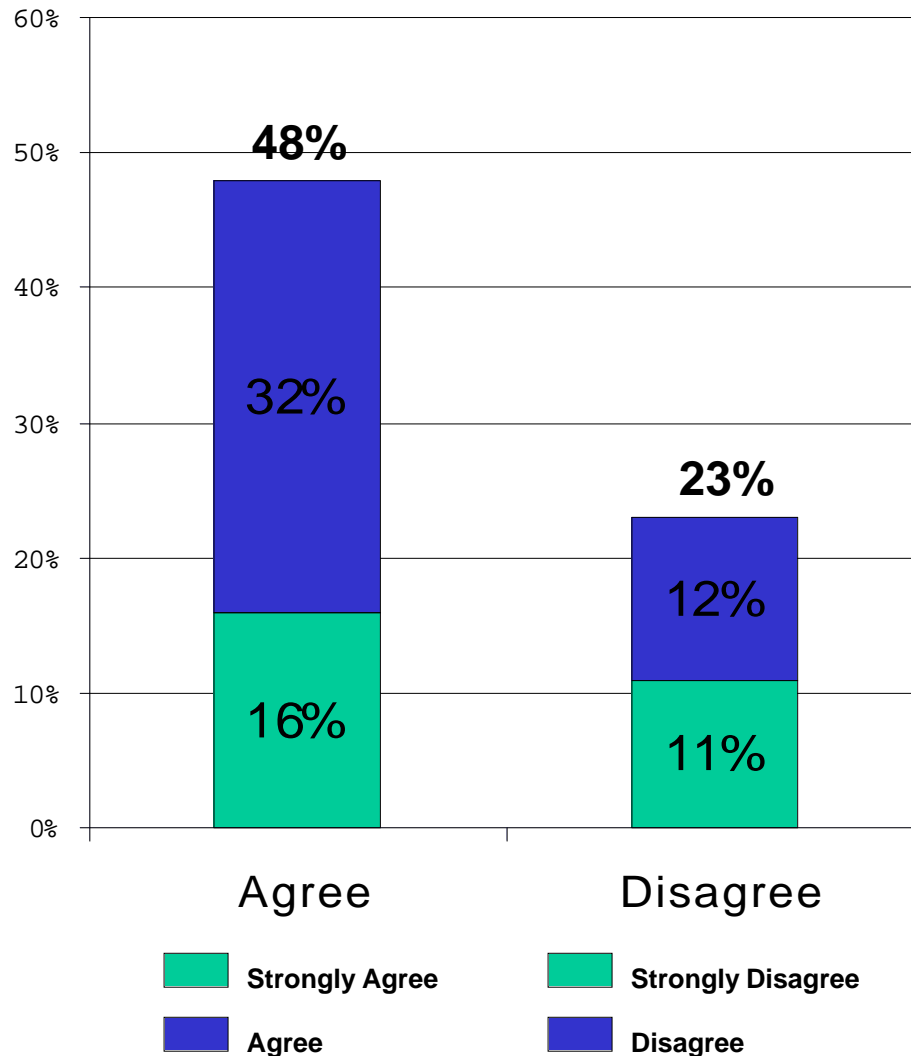
- <u>Most Likely to Agree</u>
  - Management Level
    - Director/Division Level (77%)
    - Group Leader (64%)
  - Organization - T (67%), E (60%), P (58%), CIC (55%)
  - Ph.D./Doctorate (56%)

- <u>Most Likely to Disagree</u>
  - Multi-Racial (35%)
  - Organization - FWO (35%)
  - Job Series - GS (32%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

"There is a Fair Process for Determining Salary Increases within my Work Group"

38%

39%

29%

23%

9%

16%

Agree   Disagree

■ Strongly Agree   ■ Strongly Disagree
■ Agree   ■ Disagree
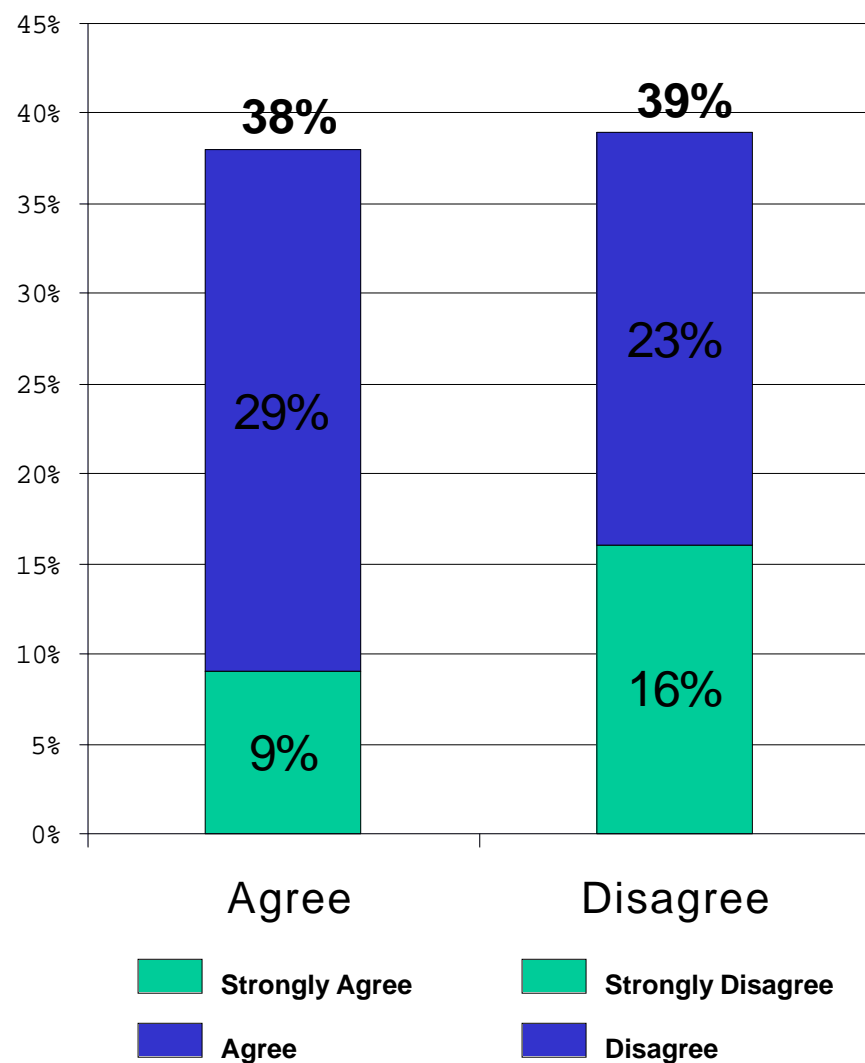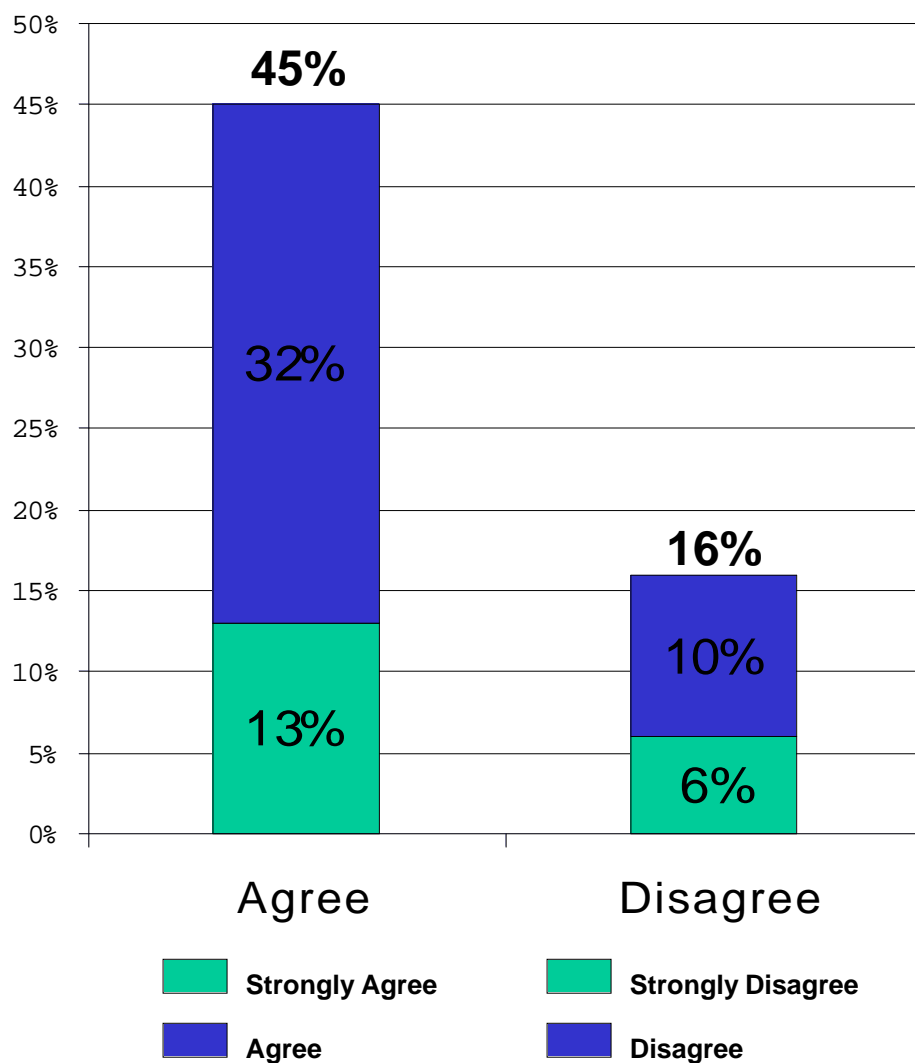
- **Most Likely to Agree**
  - Management Level
    - Director/Division Level (69%)
    - Group Leader (69%)
    - Team Project Leader (47%)
  - Organization - T (53%), LANSCE (49%), P (48%), TSA (47%)
  - Ph.D./Doctorate (52%) Master's Degree (47%)
  - Job Series - TSM (50%)
  - Less than 5 years at LANL (48%)

- **Most Likely to Disagree**
  - Job Series - GS (62%), TEC (55%), OS (55%)
  - High School Graduate (62%), Associate's Degree (58%), Some College (53%)
  - Organization - E (57%), NMT (52%), BUS (49%)
  - Native American (55%), Hispanic (52%)
  - Disabled (50%)
  - Deployed to another organization (46%)

"I Have Been Fairly Compensated For my Contributions"

Most Likely to Agree
- Management Level
  - Director/Division Level (61%)
  - Group Leader (58%)
  - Team Project Leader (51%)
- Organization - T (58%), LANSCE (57%), EES (56%), P (55%), TSA (55%)
- Ph.D./Doctorate (56%) Master's Degree (50%)
- Job Series - TSM (56%)

Most Likely to Disagree
- Job Series - GS (62%), OS (52%), TEC (50%)
- Native American (56%), Hispanic (49%), Asian (49%)
- High School Graduate (53%), Associate's Degree (53%), Some College (51%)
- Organization - FWO (52%), ESH (48%)
- Deployed to another organization (45%)
- Female (44%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

Chart values:
- Agree: 42% total (Agree 33%, Strongly Agree 9%)
- Disagree: 38% total (Disagree 25%, Strongly Disagree 13%)

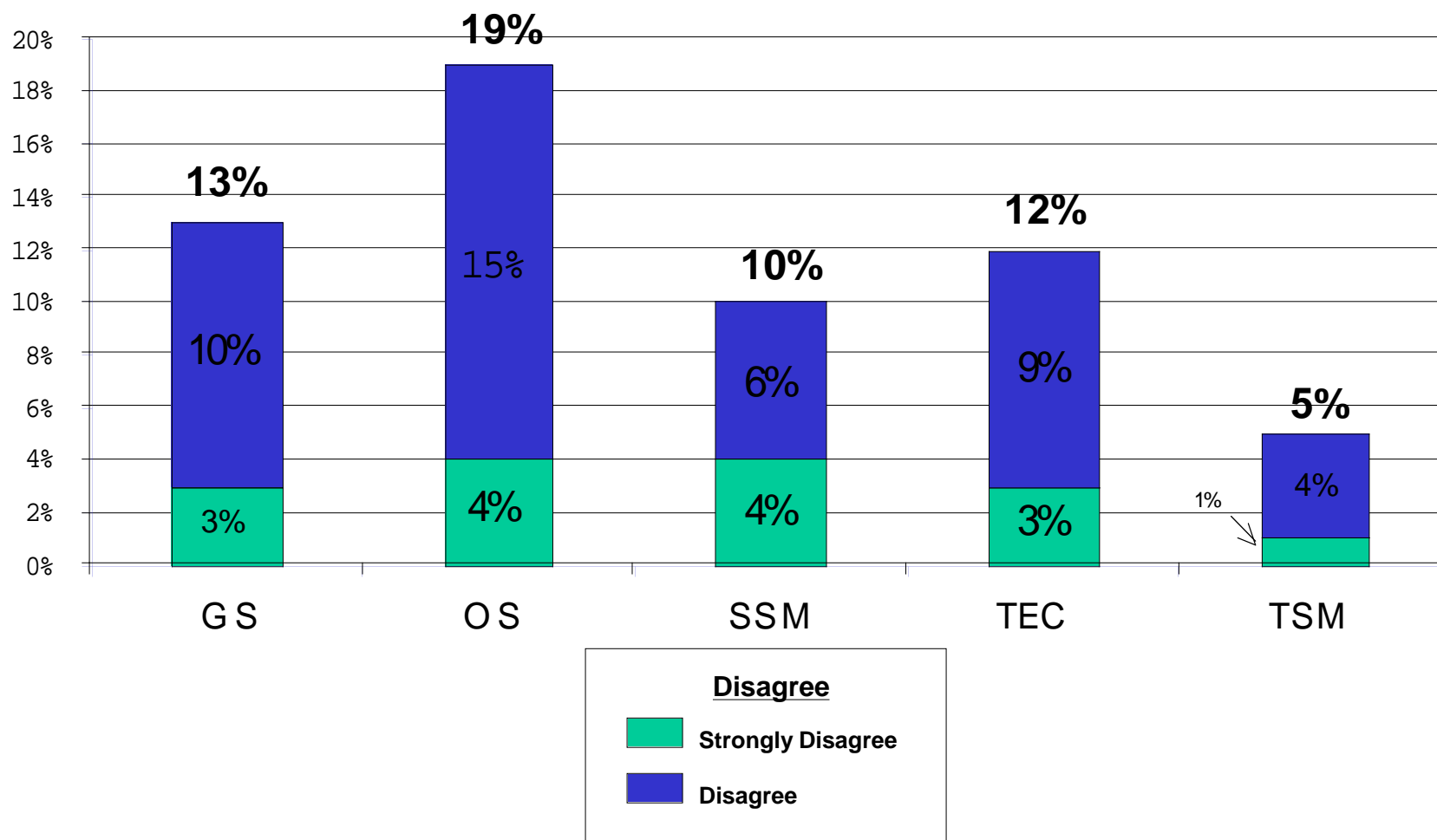# "I Have Been Fairly Compensated Compared to New Hires in my Job Classification"

- ## Most Likely to Agree
  - Organization - T (53%)
  - Management Level
    - Director/Division Level (50%)
    - Group Leader (40%)
    - Team Project Leader (33%)
  - Less than 5 years at LANL (41%)
  - Ph.D./Doctorate (37%)
  - Job Series - TSM (35%)

- ## Most Likely to Disagree
  - Organization - BUS (65%), HR (62%), NMT (57%)
  - Job Series - OS (61%), GS (61%), TEC (56%), SSM (54%)
  - High School Graduate (59%), Some College (58%), Associate's Degree (57%)
  - Asian (58%), Hispanic (57%), Native American (57%)
  - Deployed to another organization (55%)
  - Female (54%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree
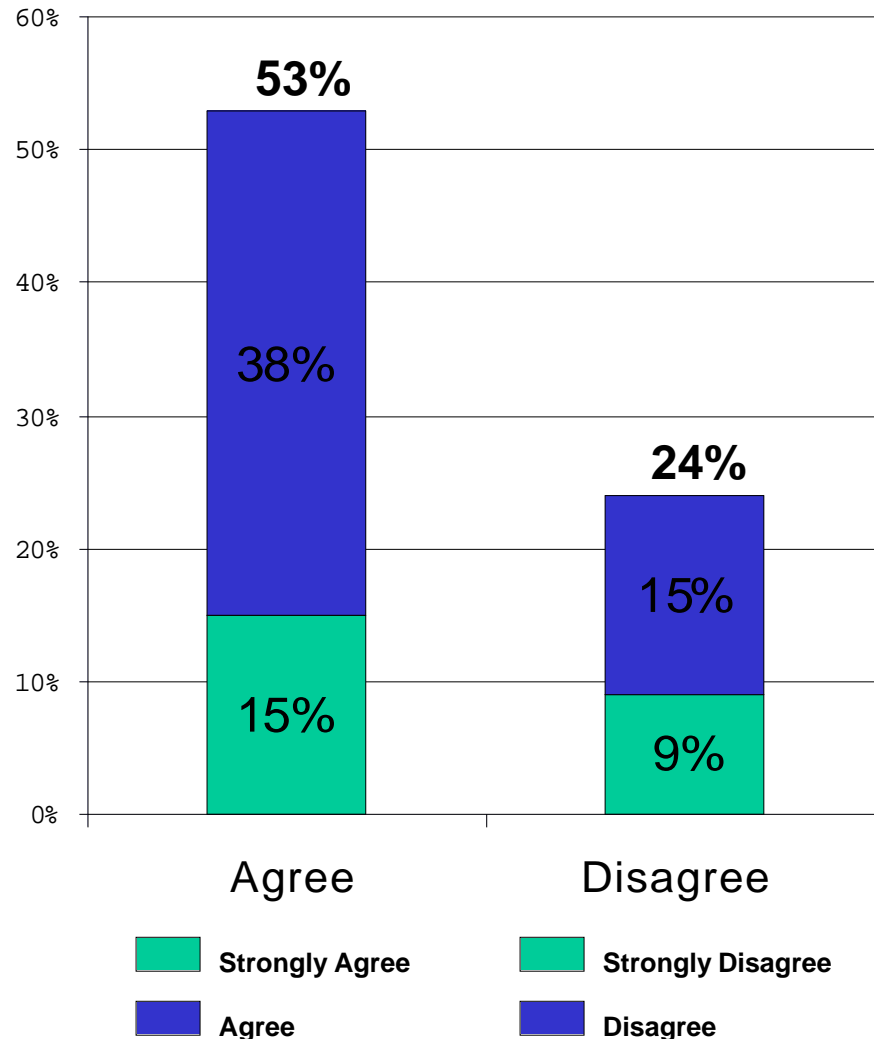
"I Feel Accepted by my Workgroup Regardless of My Job Classification"
(% Disagree)

Research & Polling, Inc./LANL - Work Environment Survey

Question #18b

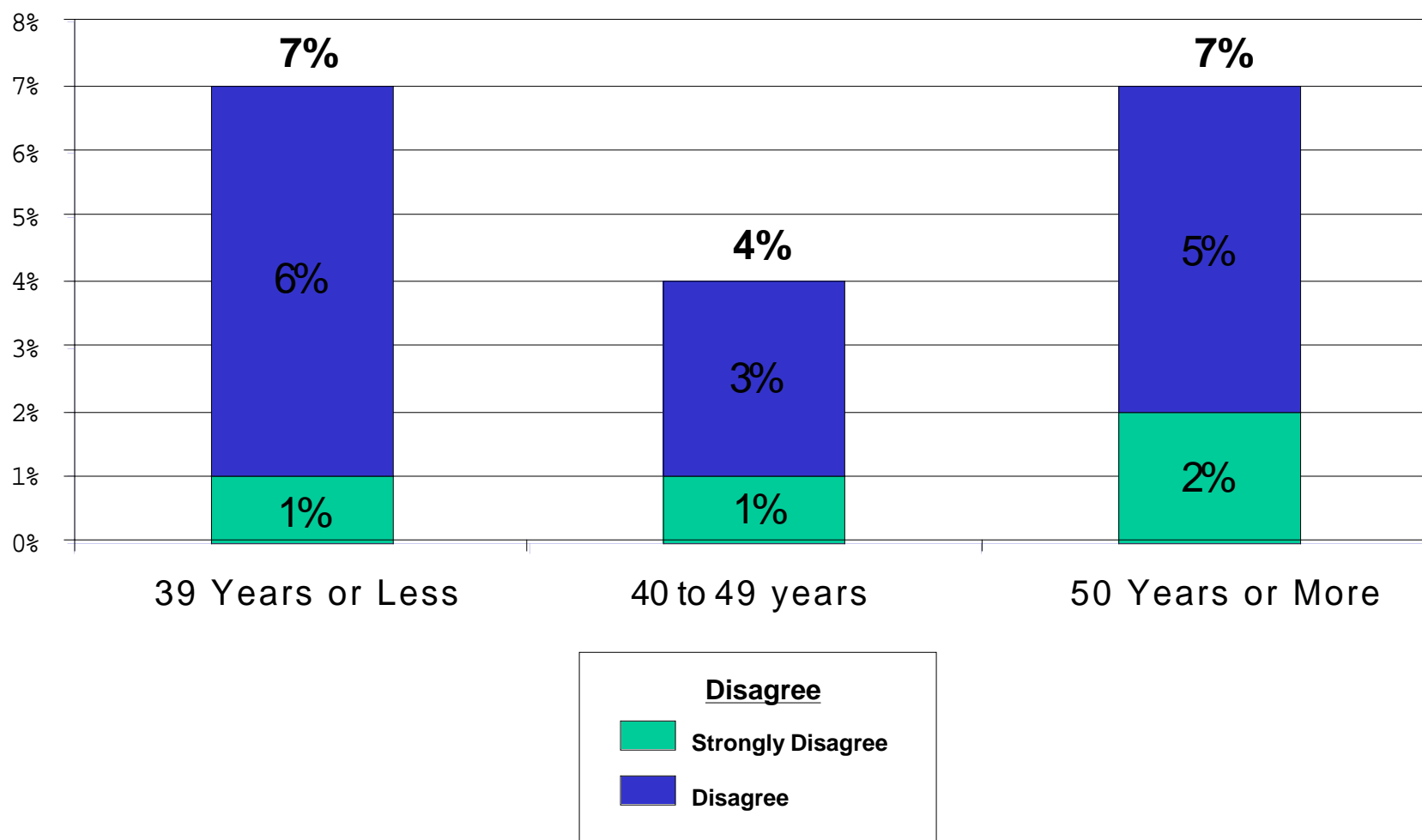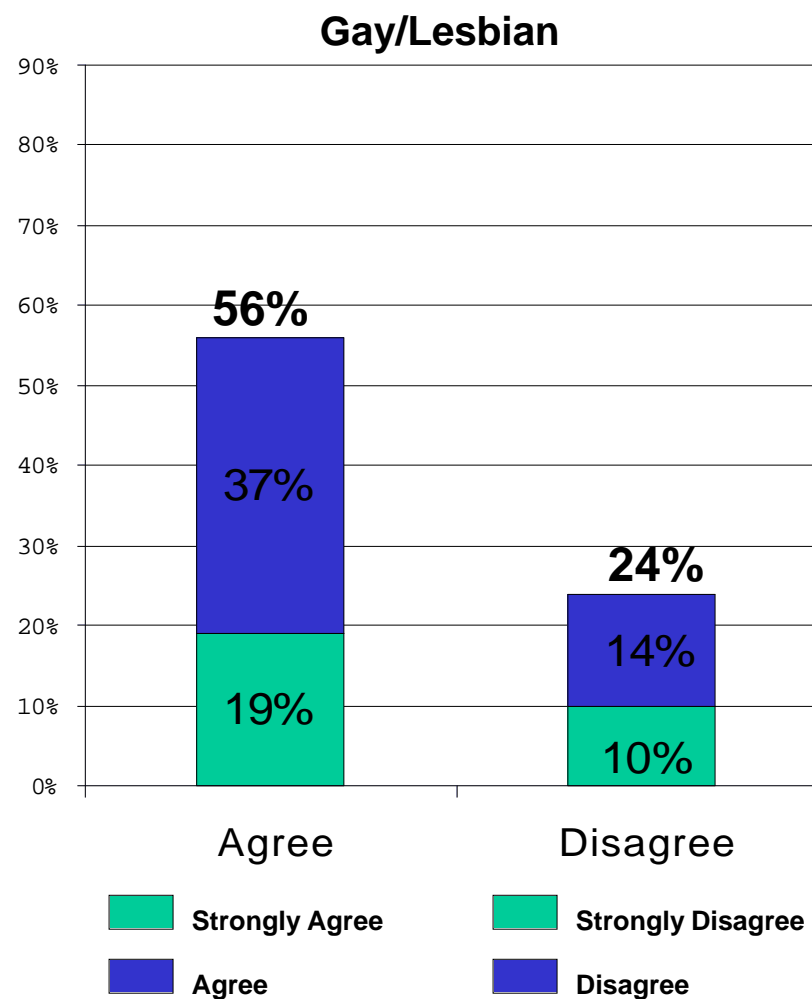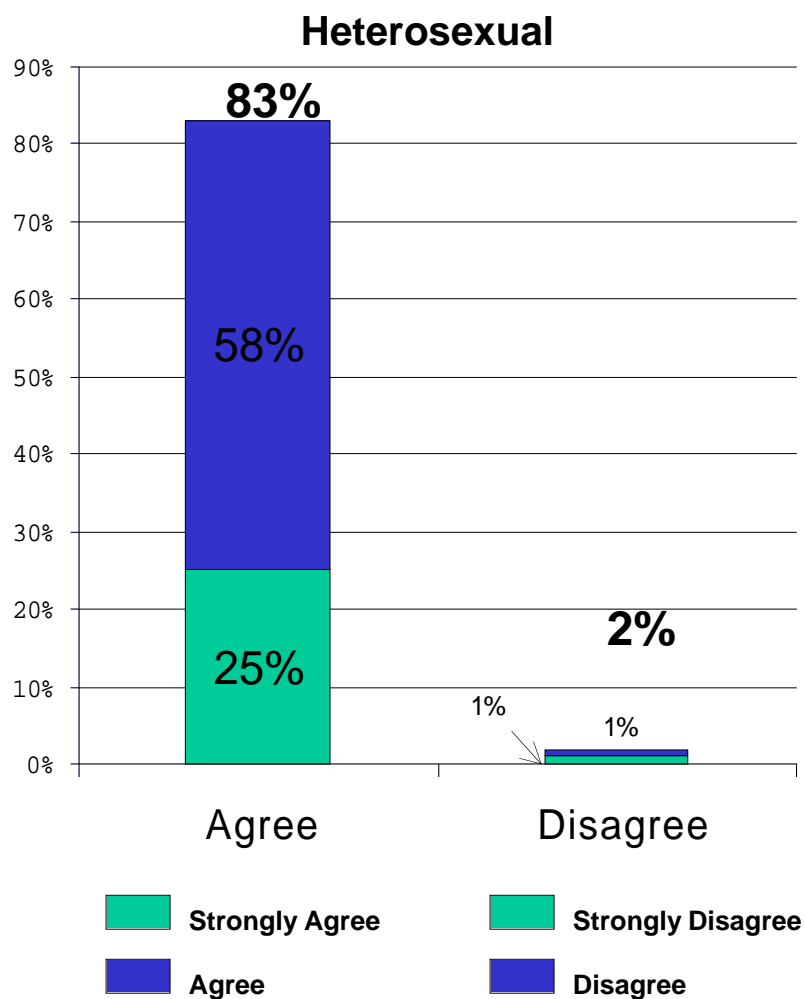# "I Feel Accepted by my Workgroup Regardless of my Gender"
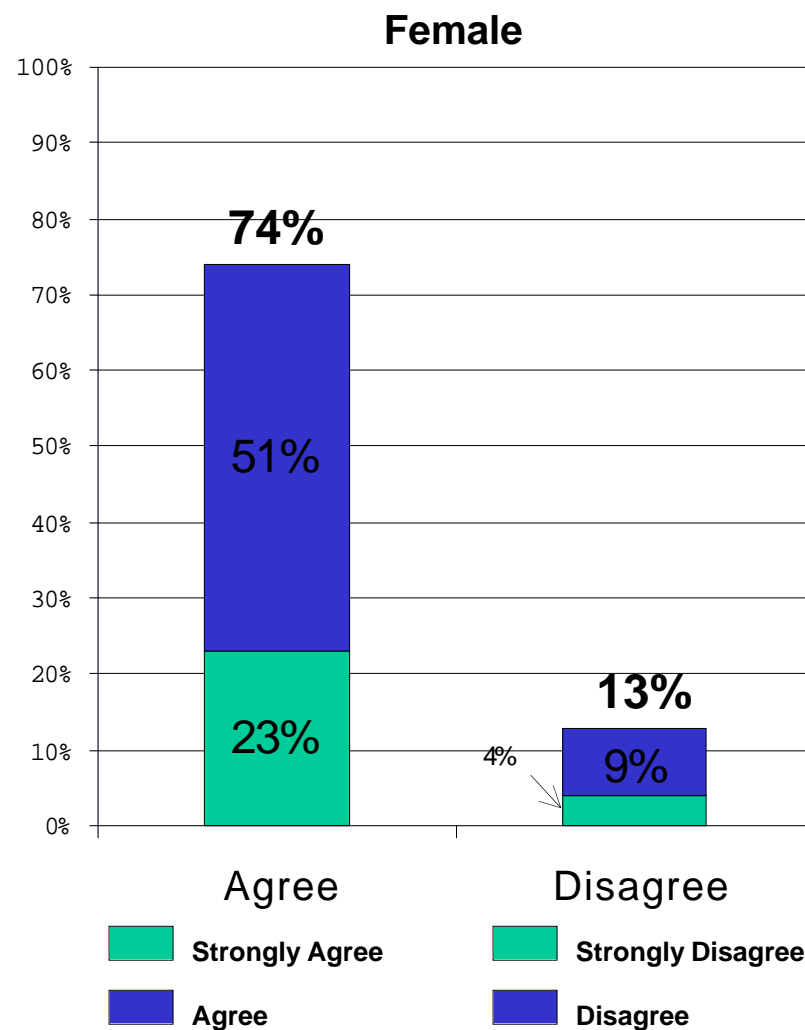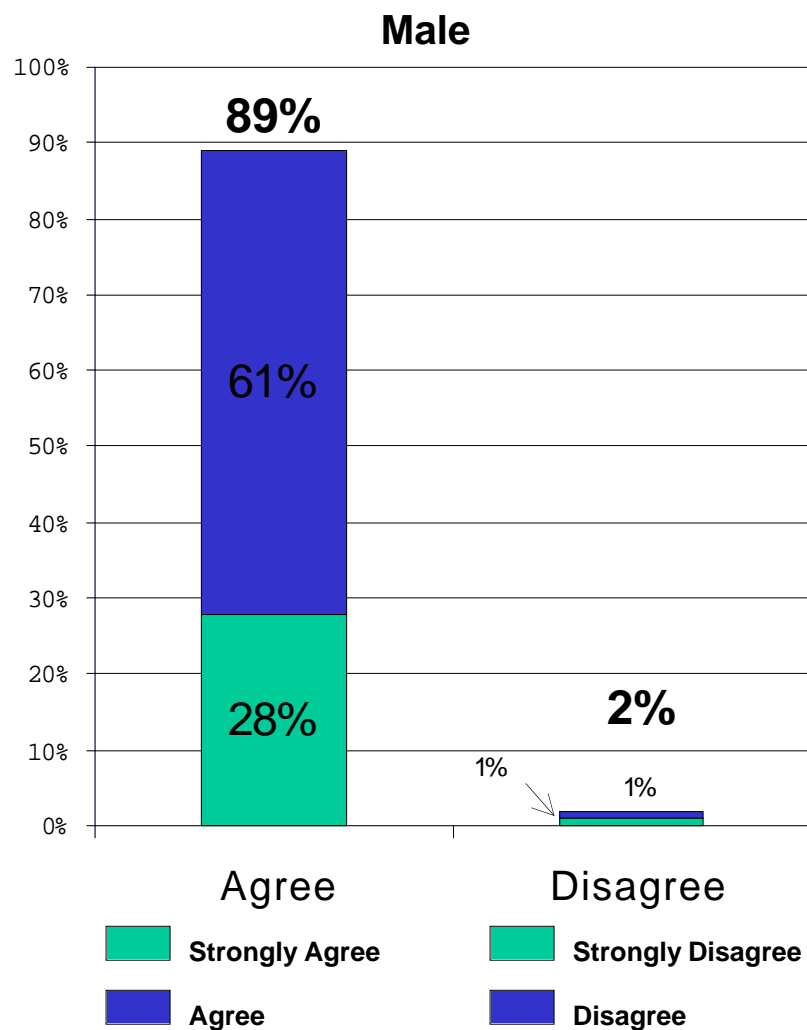
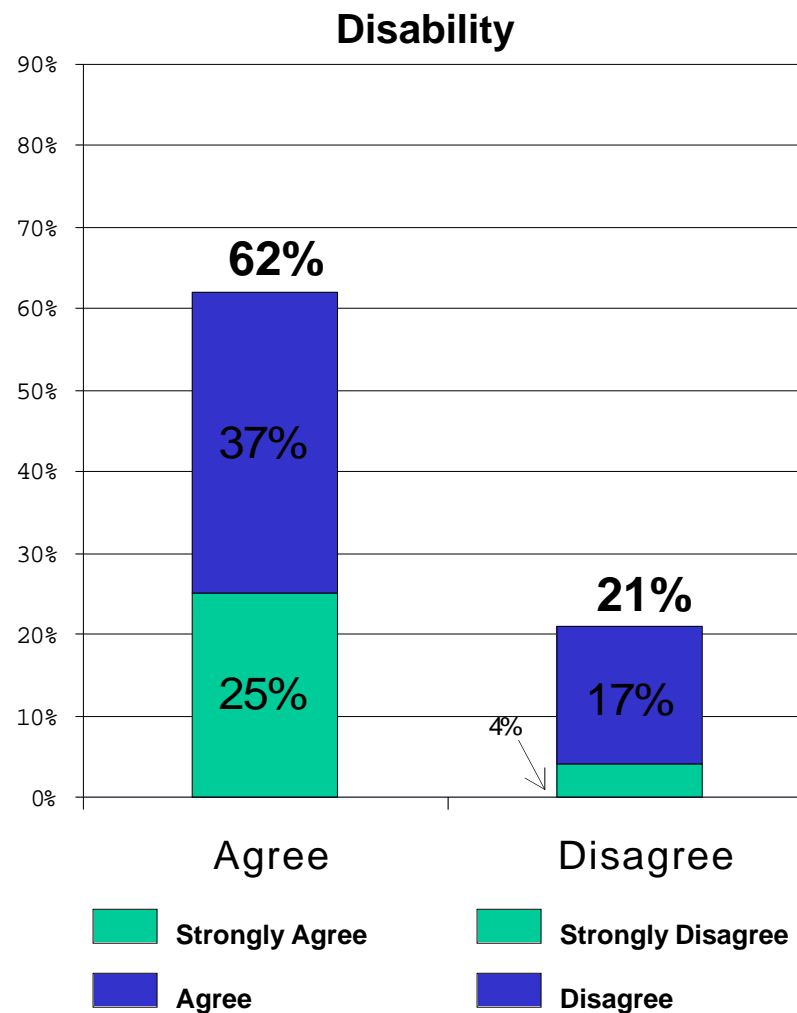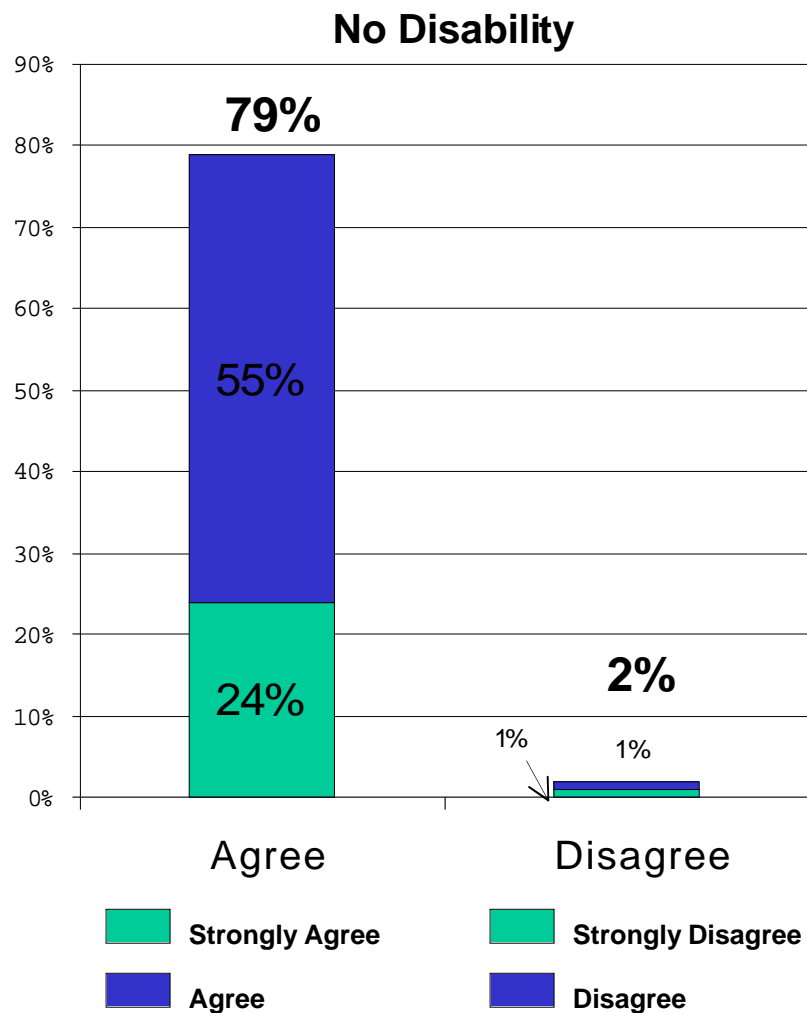# "I Feel Accepted by my Workgroup Regardless of My Race and Ethnic Group"
(% Disagree)
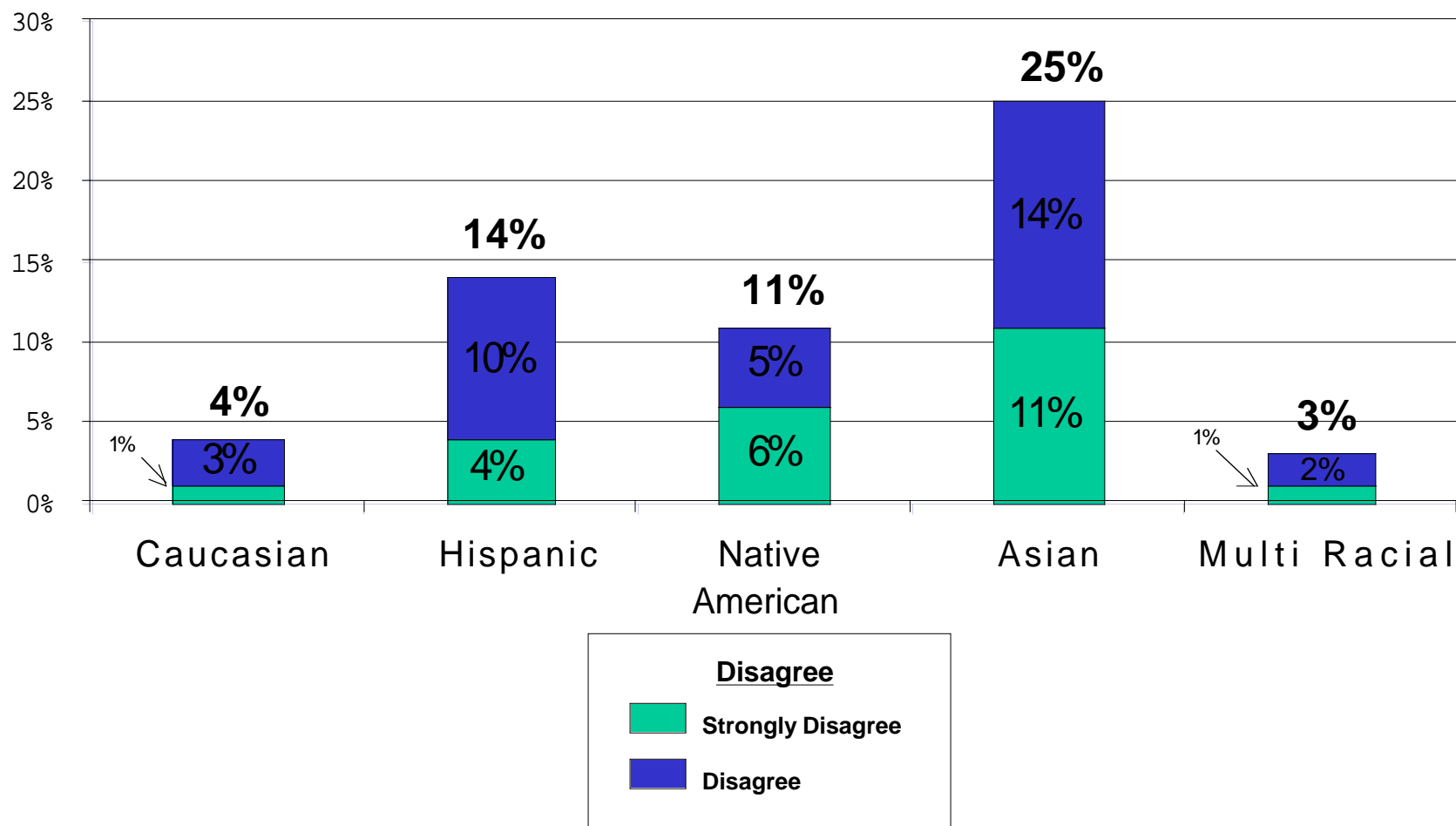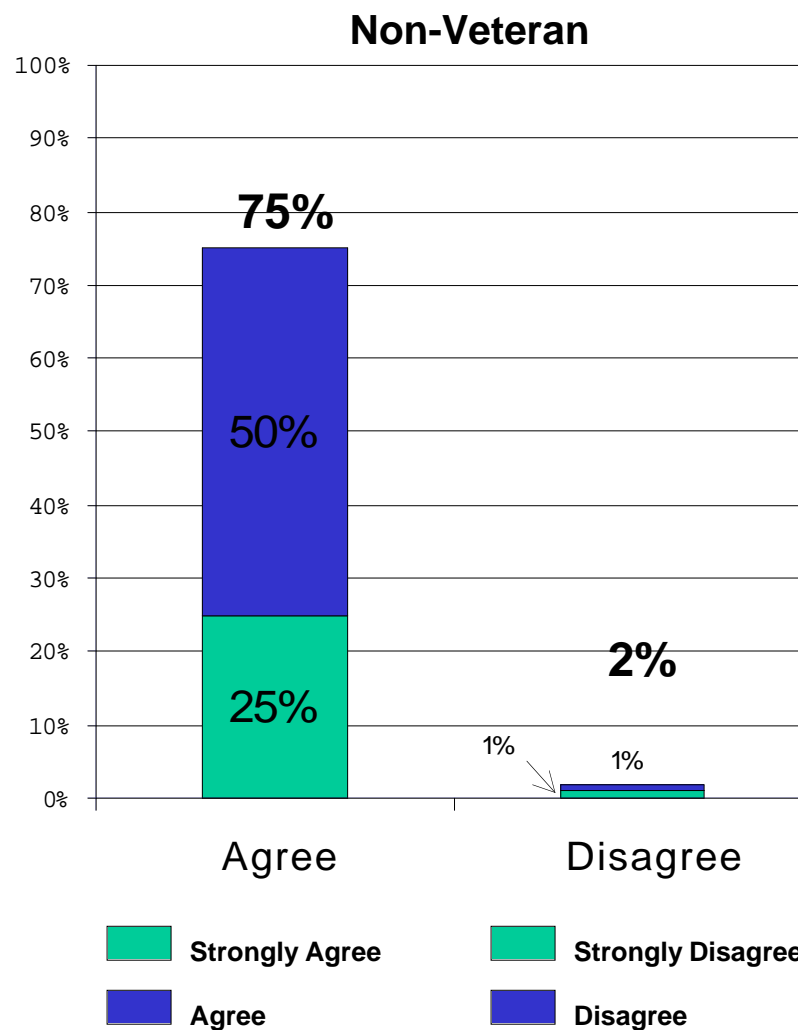
"I Feel Accepted by my Workgroup Regardless of my Sexual Orientation"
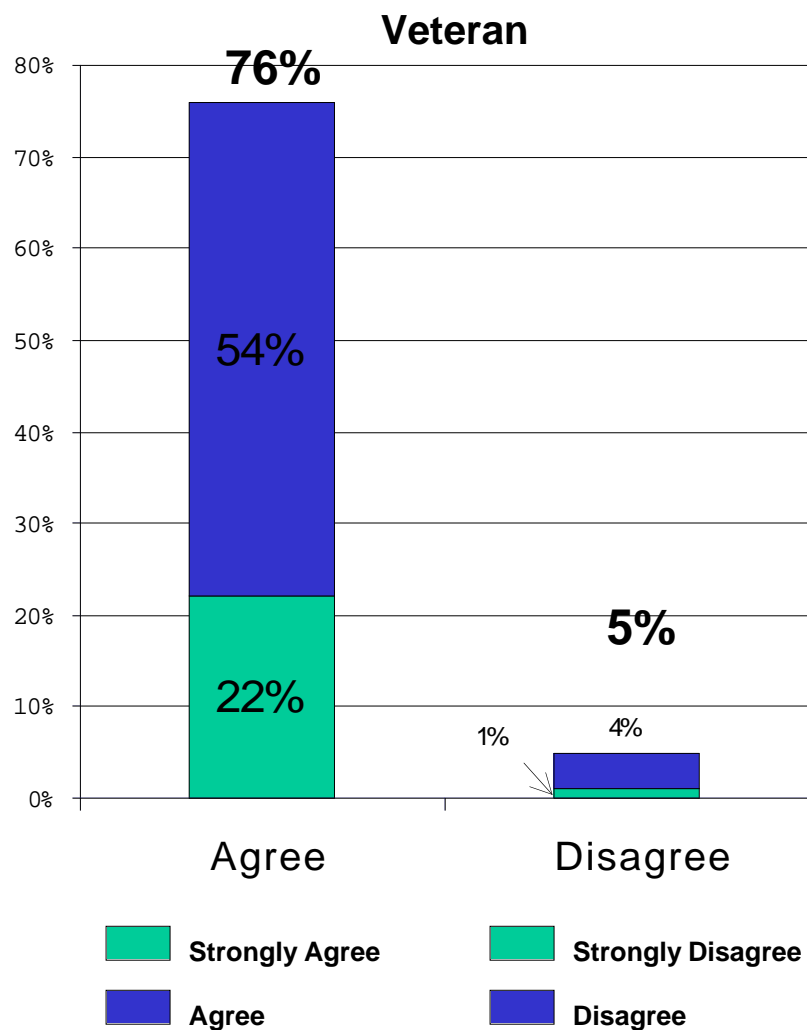

Heterosexual

Gay/Lesbian

Legend: Strongly Agree, Strongly Disagree, Agree, Disagree

"I Feel Accepted by my Workgroup Regardless of my Disabilities"

No Disability

Disability

"I Feel Accepted by my Workgroup Regardless of my Veteran's Status"
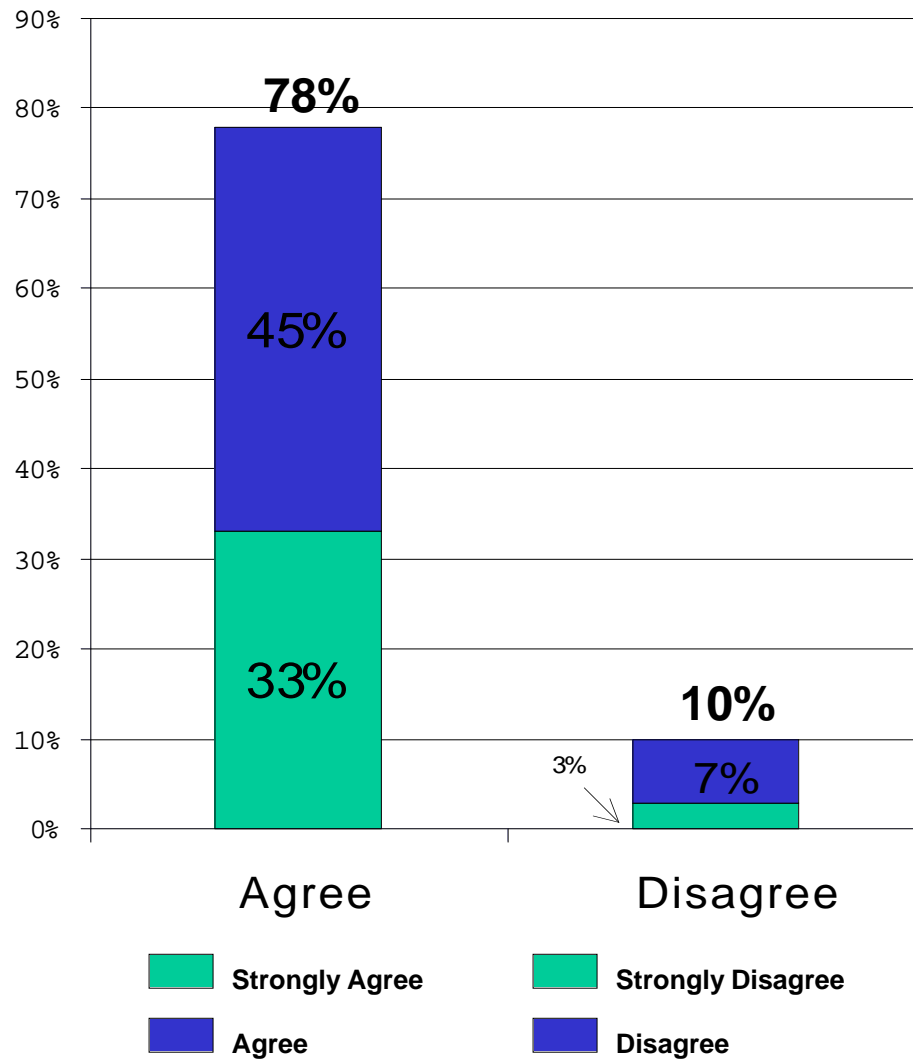
"I Feel Accepted by my Supervisor"
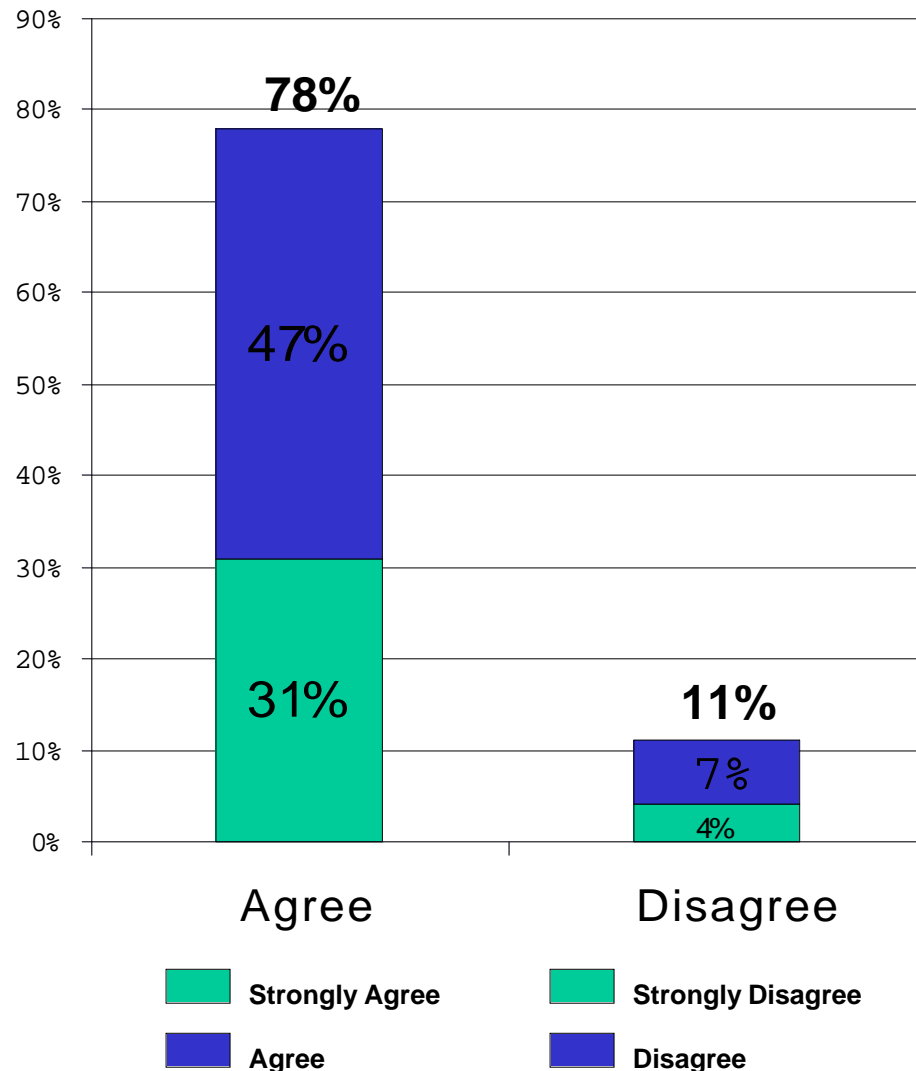
- **Most Likely to Agree**
  - Organization - P (89%), T (86%)
  - Less than 5 years at LANL (87%)
  - Less than 39 years old (83%)

- **Most Likely to Disagree**
  - Job Series - GS (19%)
  - Organization - HR (17%)
  - Disabled (15%)

Legend:
- Strongly Agree
- Agree
- Strongly Disagree
- Disagree

"My Supervisor Considers My Job Important"

- <u>Most Likely to Agree</u>
  - Less than 5 years at LANL (89%)
  - Less than 39 years old (84%)
  - Organization - ESA (84%)

- <u>Most Likely to Disagree</u>
  - Organization - FWO (20%)
  - Job Series - GS (19%)
  - Disabled (15%)
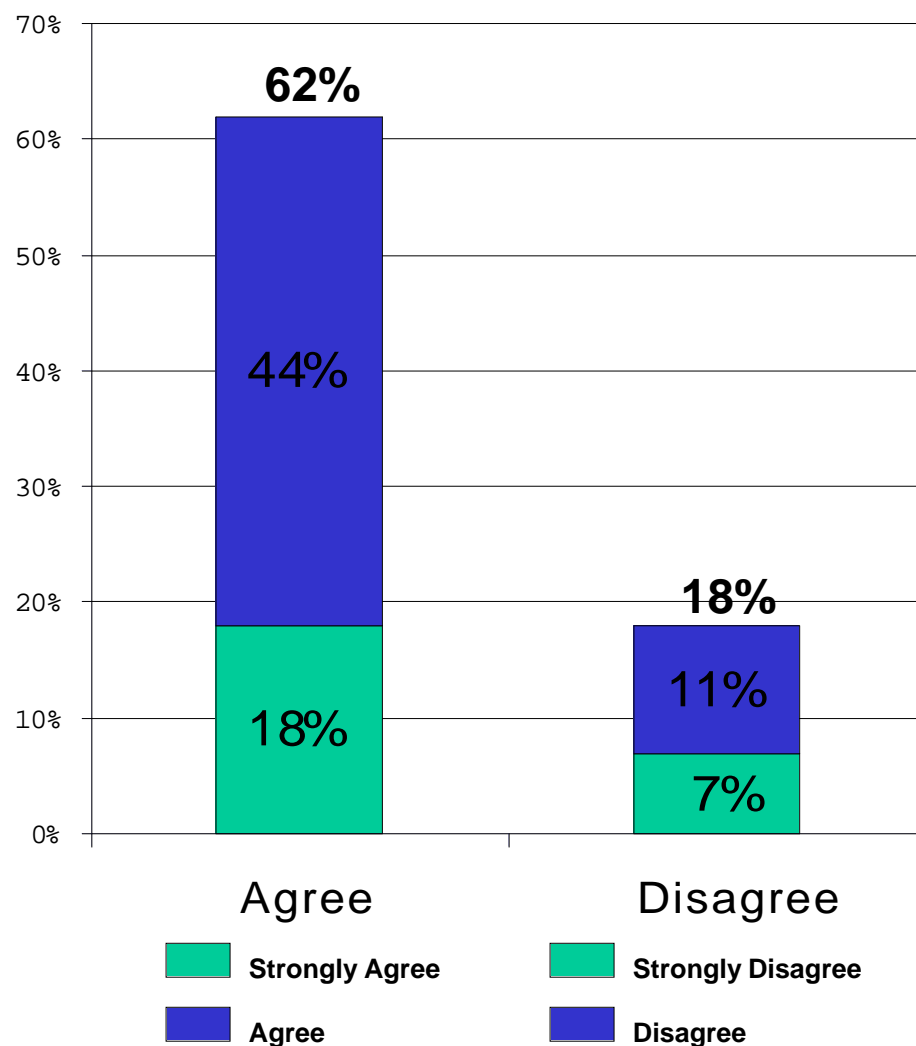
Strongly Agree **Strongly Disagree**

Agree **Disagree**

"I Feel Secure in Expressing my Opinions Without Fear of Retaliation by Management"
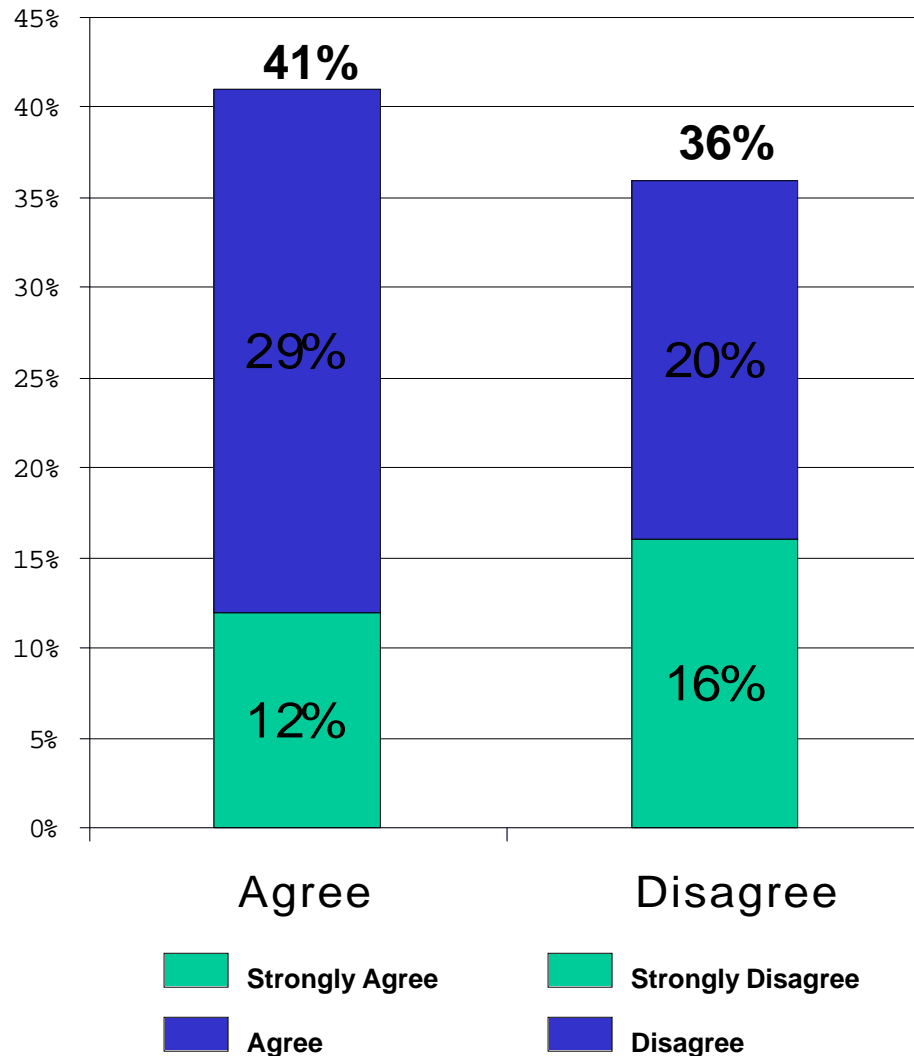
- **Most Likely to Agree**
  - Management Level
    - Director/Division Level (74%)
    - Group Leader (64%)
  - Less than 5 years at LANL (55%)
  - Organization - T (55%), EES (53%), LANSCE (51%), TSA (50%)
  - Master's Degree (47%) Ph.D./Doctorate (47%)

- **Most Likely to Disagree**
  - Organization - E (50%), NIS (47%)
  - Disabled (49%)
  - Multi-Racial (49%)

"My Supervisor is Held Accountable For His/Her Actions"
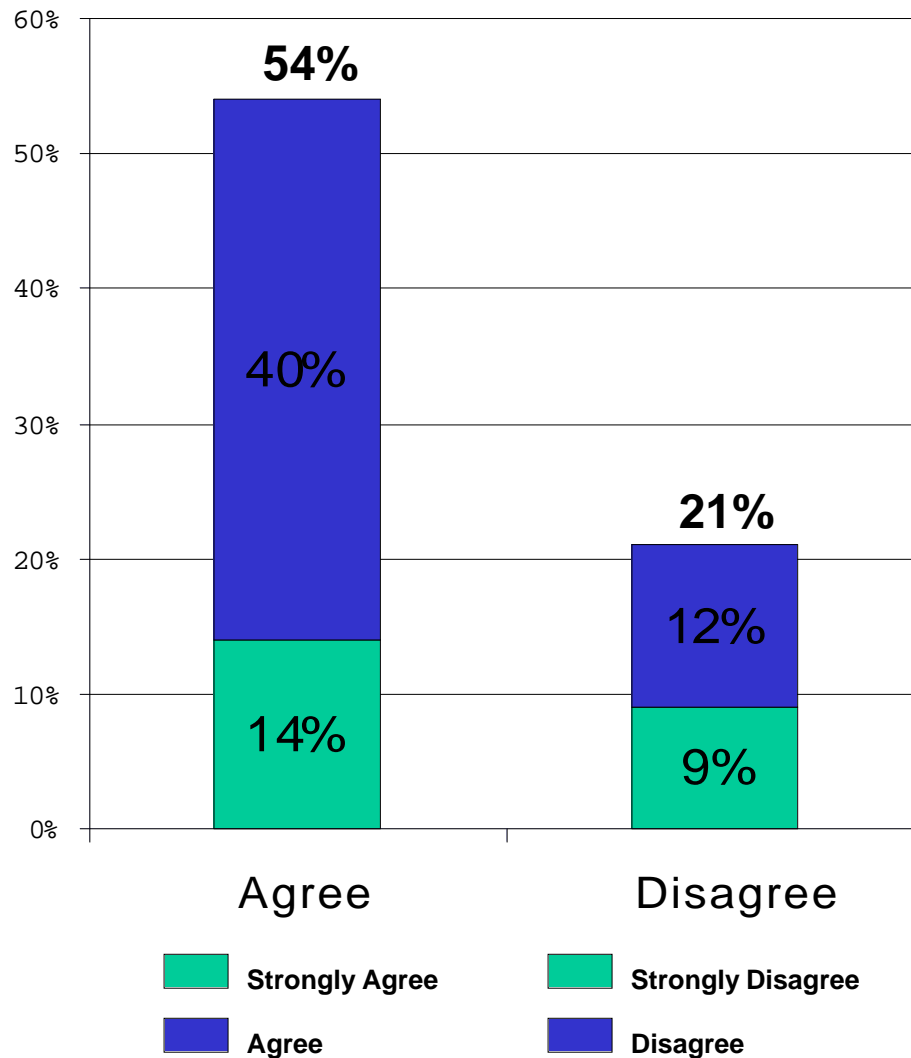
- <u>Most Likely to Agree</u>
  - Management Level
    - Director/Division Level (71%)
  - Organization - P (68%), T (66%)
  - Job Series - OS (62%)
  - Less than 5 years at LANL (61%)

- <u>Most Likely to Disagree</u>
  - Organization - PM (32%), MST (28%)
  - Disabled (28%)
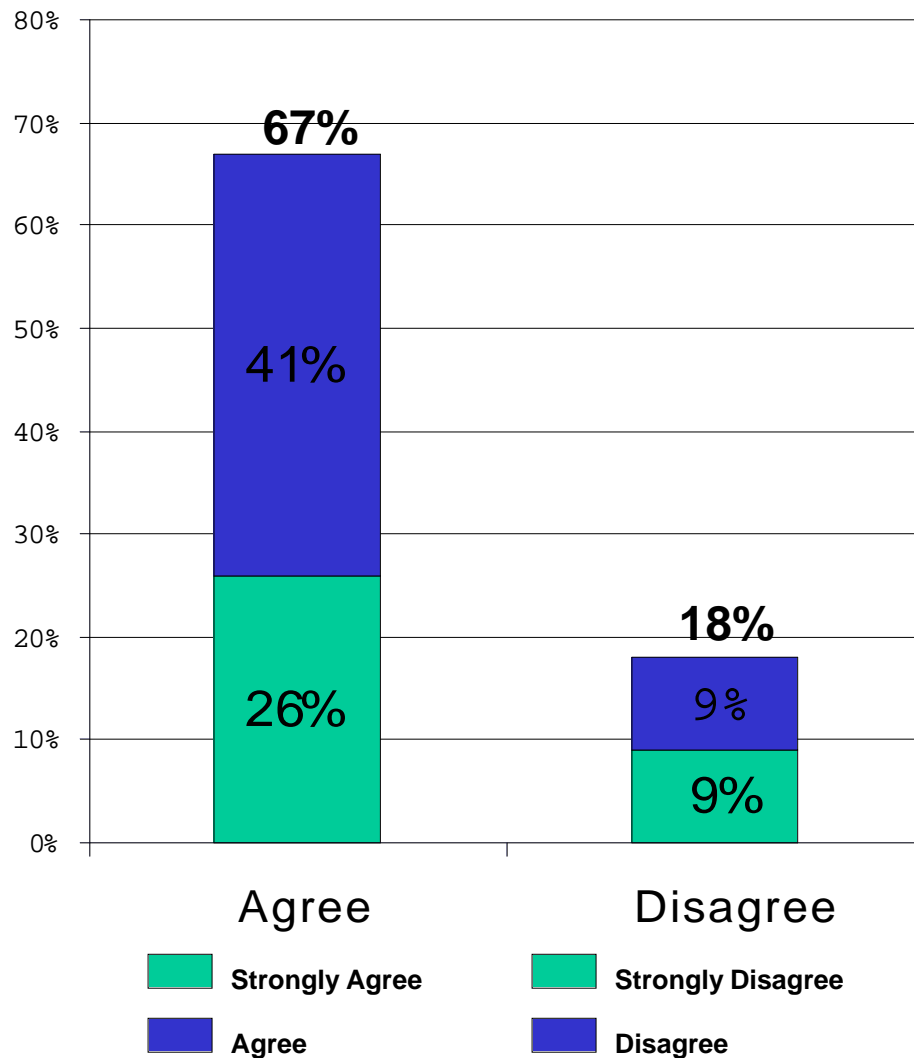
Work Force Diversity: Familiarity

Question #29
**I'm familiar with
Affirmative Action policies**

Question #35
**I'm familiar with Diversity
Council/Working Groups**

Question #32
**Role of LANL Diversity
Office is clear**

Agree
- Strongly Agree
- Agree

Disagree
- Strongly Disagree
- Disagree

Research & Polling, Inc./LANL - Work Environment Survey
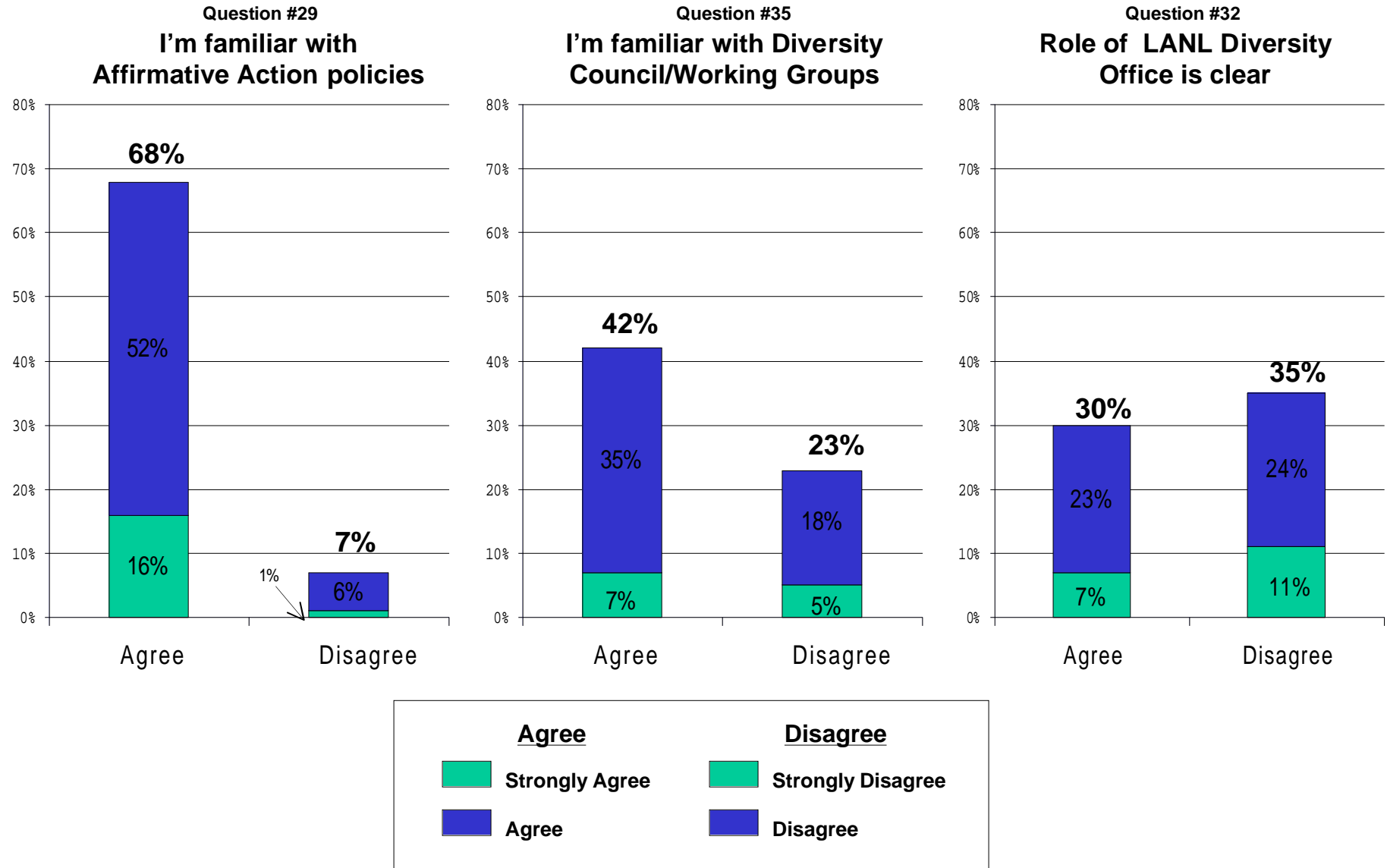
Work Force Diversity: Importance

Question #26
Important for LANL to Accommodate Diversity in the Work Place
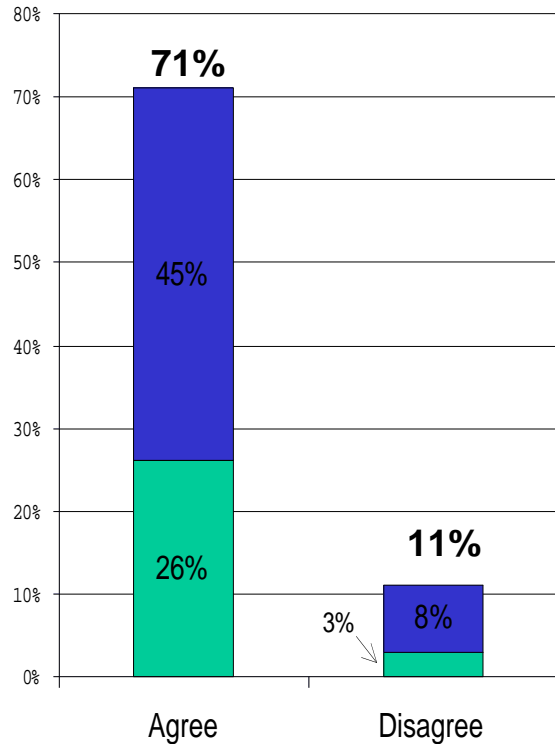
Question #31
Important for LANL to have a Diversity Office
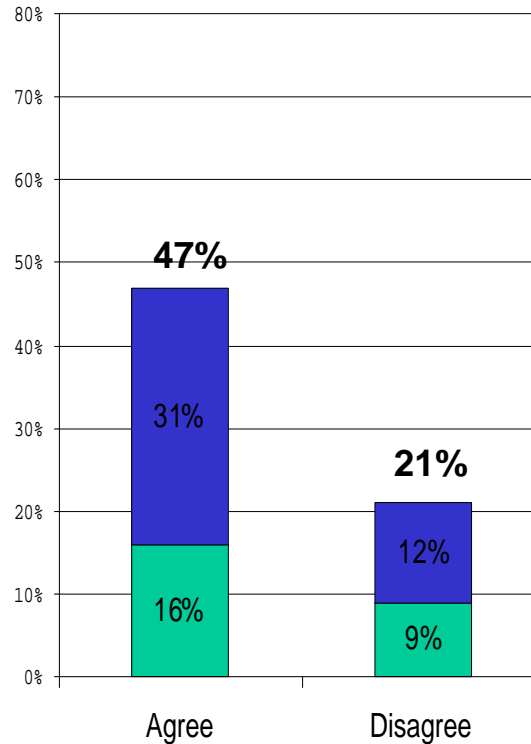
Question #38
Work Place Diversity Issues Apply to All
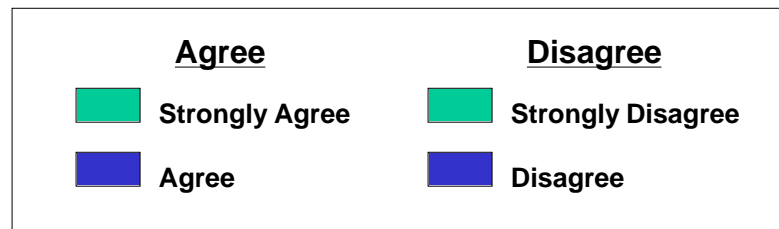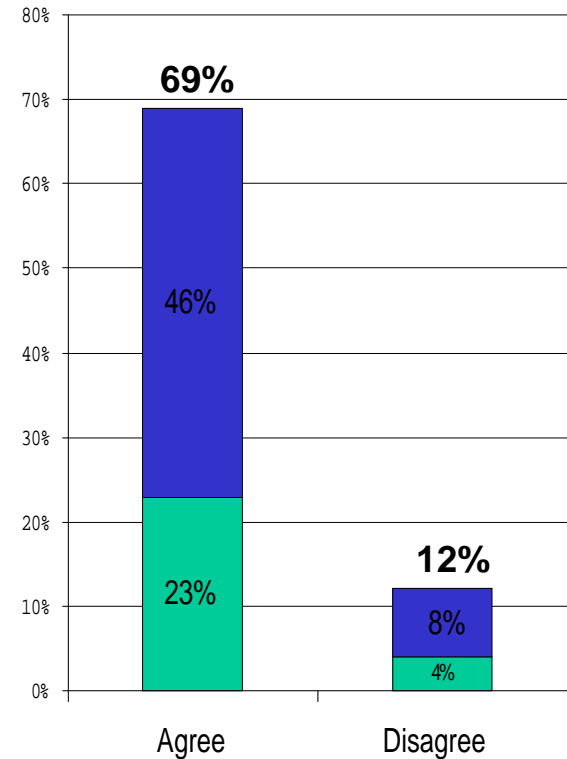
Work Force Diversity: Effectiveness

Question #34
LANL EAC Effectively Addresses Employee Issues

Question #36
Diversity Council/Working Groups Effectively Addresses Employee Issues

Question #39
Diversity is Effectively Addressed at LANL

Legend:

Agree | **Disagree**

Strongly Agree | Strongly Disagree

Agree | Disagree
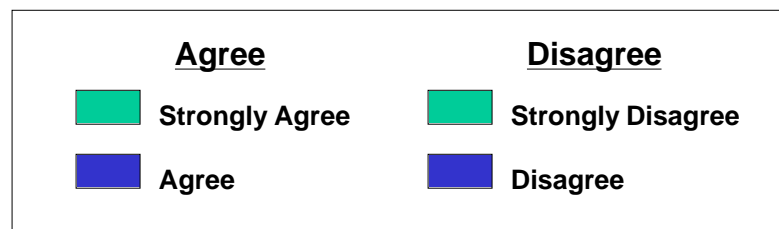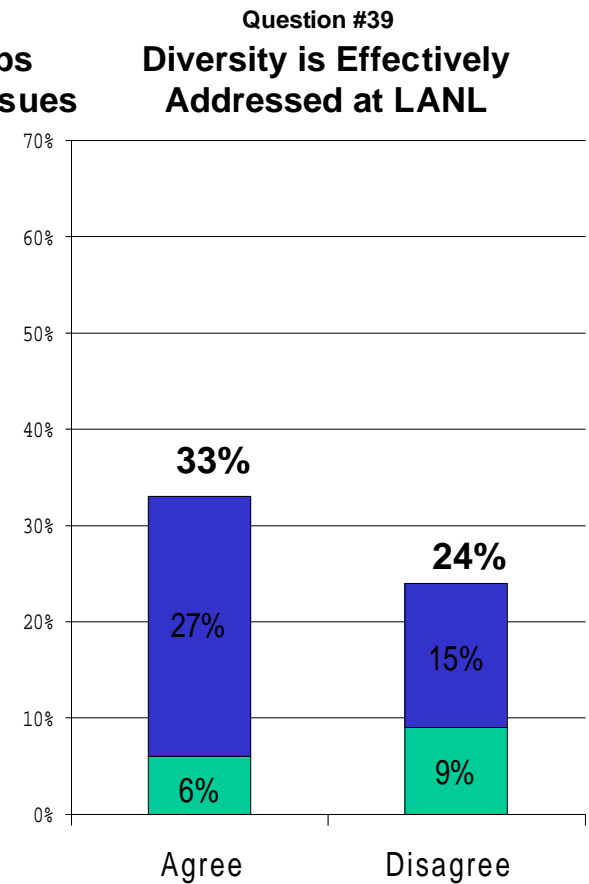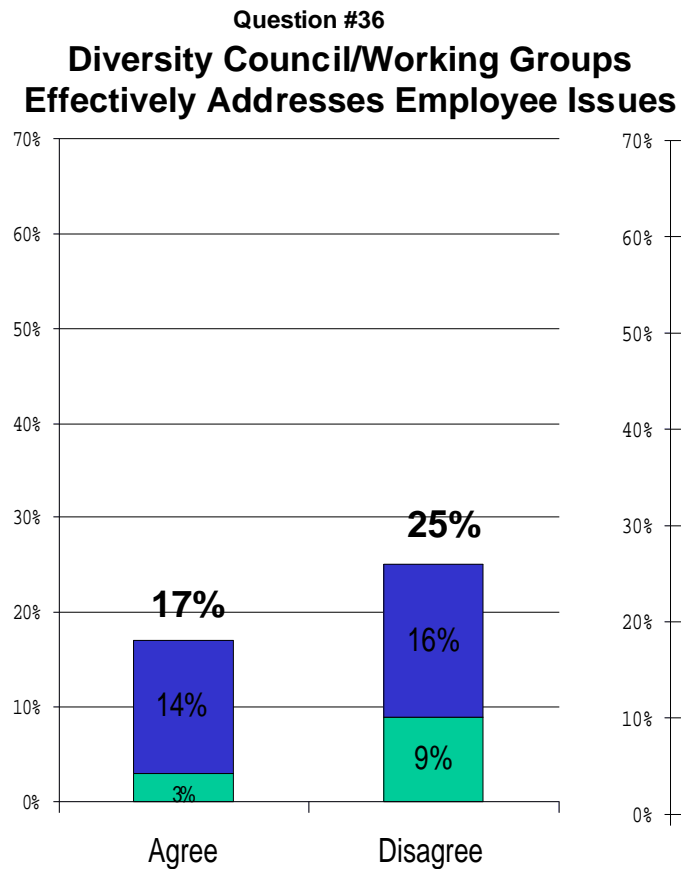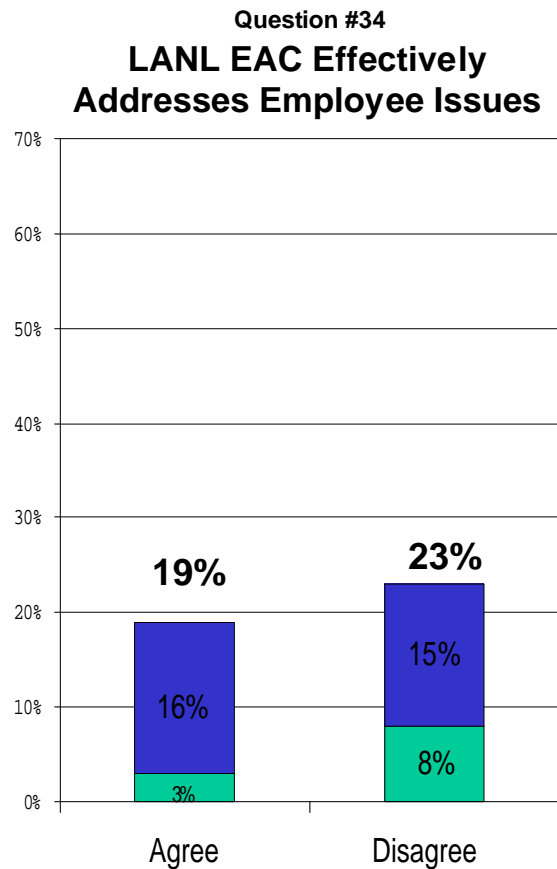
VI.   LABORATORY DIRECTOR'S COVER LETTER & QUESTIONNAIRE

Los Alamos
NATIONAL LABORATORY

memorandum
Office of the Director

To/MS: Laboratory Employees
From/MS: John C. Browne, A100
Phone/Fax: 7-5401/7-2997
Symbol: DIR
Date: August 5, 1999

1999 Employee Work Environment Survey

I am pleased to present our employee-developed Work Environment Survey. The objective is to capture your experiences and perceptions on very important work environment matters including salary, hiring practices, diversity, and management style. These issues affect all employees, so I encourage your participation.

Research & Polling, an independent public opinion research company, is administering the enclosed 1999 Work Environment Survey, and will ensure confidentiality and anonymity. This company will compile the survey results and will present data to all Laboratory employees later this year.

The results of this survey will provide us with valuable information and assist our efforts to improve the work environment by focusing attention and action on key employee issues. The results will help us meet our quality of life improvement goal.

If you have any specific questions about how to fill out the survey or how survey data will be analyzed, please send them to rmahler@rpinc.com or call Renate Mahler of Research & Polling at (505) 821-5454.

Thank you for your participation.

JCB:dl

Enc. a/s

Los Alamos National Laboratory

Employee Survey
August 1999

Experiences, Perceptions and Suggestions Regarding

Work Environment Issues

Survey Conducted by Research & Polling, Inc.
5140 San Francisco Rd., NE, Albuquerque, New Mexico 87109-4640 (505) 821-5454

SURVEY OBJECTIVE

Los Alamos National Laboratory is interested in learning of your experiences, perceptions and suggestions regarding the employee work environment, and how it links to a variety of workplace issues such as salary, hiring practices, and management styles for **all LANL U.C. regular full-time and part-time employees**. LANL will use the survey results to gain information about how it can best address these issues. The impetus for this survey was from LANL employees, and it is endorsed by LANL leadership.

EMPLOYEE CONFIDENTIALITY

Research & Polling, Inc., an independent public opinion research company, has been selected by LANL to conduct the survey to ensure that employees responses are strictly confidential and anonymous. Procedures to protect **employee confidentiality** on this survey are as follows:

• **All surveys are to be mailed by employees directly to Research & Polling in the enclosed postage-free pre-addressed business reply envelope.**

• **The surveys will never be seen by anyone at LANL, nor will LANL receive any record of how individual employees responded to the survey. All individual responses are completely anonymous and confidential. Research & Polling is housed in a facility that employs a security system and all surveys are shredded once entered into a secure electronic data base.**

• **Research & Polling will report only statistical summaries of the survey results to LANL so as to protect the identity of employees. <u>No responses will be reported for any categories of employees that include fewer than 30 employees.</u> (For example, if you are a Hispanic man working in EES, data for your category will not be reported unless there are 30 or more Hispanic men working in EES.) Again this is for the purpose of protecting the employee's anonymity.**

• **The survey cannot be linked to your name, nor is it coded in any way that will reveal your identity. For this reason, <u>please do not write your name on the survey</u>. The focus of survey research is to report <u>trends</u> about employee issues.**

• **LANL is using these procedures in order to protect employees and receive candid survey responses from its employees.**

SURVEY INSTRUCTIONS

Do not write your name on the survey. Please fill out the survey according to the instructions on the survey, basing answers on **<u>your</u> personal experience and perceptions**. You should attempt to answer each question, however, if the question does not apply to your situation or you honestly do not know how to respond, then you should circle the response that reads 'don't know/doesn't apply.' Because of the sensitive nature of work environment surveys, **please be assured that your identity is completely protected**. Please return your survey in the enclosed postage-paid return envelope to Research & Polling within 15 days so that Research & Polling may present the results to LANL in a timely manner.

LANL Overall Work Environment

Please rate each of the following items by circling the number that best fits _your_ experience and perceptions.

		STRONGLY AGREE 5	*AGREE* 4	*NEUTRAL* 3	*DISAGREE* 2	*STRONGLY DISAGREE* 1	*DON'T KNOW/ DOESN'T APPLY* 6
1.	In general, I am satisfied working at LANL.	5	4	3	2	1	6
2.	My work morale is good.	5	4	3	2	1	6
3.	I believe LANL mechanisms for resolving employees' concerns are effective.	5	4	3	2	1	6
4.	My work gives me a sense of personal accomplishment.	5	4	3	2	1	6

5.   Please write any suggestions about the above issues in the box below.

Hiring and Promotion Practices at LANL

Please rate each of the following items by circling the number that best fits _your_ experience and perceptions.

		STRONGLY AGREE 5	AGREE 4	NEUTRAL 3	DISAGREE 2	STRONGLY DISAGREE 1	DON'T KNOW/ DOESN'T APPLY 6
6.	I have an equal opportunity to be selected for all levels of LANL positions for which I am qualified.	5	4	3	2	1	6
7.	I have experienced fair hiring practices within my Division.	5	4	3	2	1	6
8.	In my job series within my group, I have experienced fair promotion and reclassification practices from one job level to another.	5	4	3	2	1	6
9.	I have experienced equal opportunity for promotion and reclassification within my Division.	5	4	3	2	1	6
10.	I believe in Affirmative Action policies at LANL.	5	4	3	2	1	6

11. **Please write any suggestions for the above issues in the box below.**

Compensation and Education Benefits

Please rate each of the following items by circling the number that best fits _your_ experience and perceptions.

	STRONGLY AGREE 5	AGREE 4	NEUTRAL 3	DISAGREE 2	STRONGLY DISAGREE 1	DON'T KNOW/ DOESN'T APPLY 6
12. I believe there is a fair process within my work group for determining salary increases for employees with similar jobs.	5	4	3	2	1	6
13. I believe I am fairly compensated in relation to my contribution to LANL.	5	4	3	2	1	6
14. I believe I am fairly compensated compared to newly hired employees in my job classification.	5	4	3	2	1	6
15. I have been allowed time from work to further my education.	5	4	3	2	1	6
16. There is an ongoing interest in my professional development in my group.	5	4	3	2	1	6

17. **Please write any suggestions about the above issues in the box below.**

Management Practices At LANL

Please rate each of the following items by circling the number that best fits _your_ experience and perceptions.

		STRONGLY AGREE 5	AGREE 4	NEUTRAL 3	DISAGREE 2	STRONGLY DISAGREE 1	DON'T KNOW/ DOESN'T APPLY 6
18.	I feel accepted by my work group co-workers regardless of my: a. Job classification	5	4	3	2	1	6
	b. Gender	5	4	3	2	1	6
	c. Race and ethnic group	5	4	3	2	1	6
	d. Age	5	4	3	2	1	6
	e. Sexual orientation	5	4	3	2	1	6
	f. Disabilities	5	4	3	2	1	6
	g. Veteran's status	5	4	3	2	1	6
	h. Other (Please write in any other personal or cultural traits that you believe relate to your acceptance by work group coworkers, and rate your acceptance for that trait.) (1) _____ (2) _____	5 5	4 4	3 3	2 2	1 1	6 6

Management Practices At LANL

(Continued)

Please rate each of the following items by circling the number that best fits _your_ experience and perceptions.

	STRONGLY AGREE 5	AGREE 4	NEUTRAL 3	DISAGREE 2	STRONGLY DISAGREE 1	DON'T KNOW/ DOESN'T APPLY 6
19. I feel accepted by my supervisor.	5	4	3	2	1	6
20. I believe my supervisor considers my job important.	5	4	3	2	1	6
21. I believe that administrative policies are administered consistently by my supervisor.	5	4	3	2	1	6
22. I feel secure in expressing my opinions at LANL without fear of retaliation by management.	5	4	3	2	1	6
23. My supervisor is held accountable for his/her actions by the next level of management.	5	4	3	2	1	6
24. My supervisor treats employees equally regardless of their personal and cultural differences.	5	4	3	2	1	6

25. Please write any suggestions about the above issues in the box below.

Workforce Diversity Awareness and Practices

Please rate each of the following items by circling the number that best fits _your_ experience and perceptions.

	STRONGLY AGREE 5	AGREE 4	NEUTRAL 3	DISAGREE 2	STRONGLY DISAGREE 1	DON'T KNOW/ DOESN'T APPLY 6
26. It is important for LANL to consider how it can accommodate personal and cultural diversity in the employee workforce.	5	4	3	2	1	6
27. I enjoy working with employees who have a personal or cultural background that differs from my own.	5	4	3	2	1	6
28. I believe that my group accommodates employees with disabilities.	5	4	3	2	1	6
29. I am familiar with Affirmative Action and EEO policies at LANL.	5	4	3	2	1	6
30. I believe that my group treats employees equally regardless of their personal and cultural differences.	5	4	3	2	1	6
31. It is important for LANL to have a Diversity Office.	5	4	3	2	1	6
32. The role of the LANL Diversity Office is clear to me.	5	4	3	2	1	6
33. I am familiar with LANL's Employee Advisory Council (EAC).	5	4	3	2	1	6
34. It is my experience or impression that the LANL Employee Advisory Council (EAC) effectively addresses employee issues.	5	4	3	2	1	6
35. I am familiar with LANL's Diversity Council and Diversity Working Groups.	5	4	3	2	1	6
36. It is my experience or impression that the LANL Diversity Council and Working Groups effectively address employee issues.	5	4	3	2	1	6
37. I believe that diversity efforts at LANL exist because LANL management is committed to improving the workplace for all employees.	5	4	3	2	1	6
38. I believe that workplace diversity issues apply to all employees.	5	4	3	2	1	6
39. I believe diversity is being effectively addressed at LANL.	5	4	3	2	1	6

40. **Please write in the box below any suggestions you have for how to improve workforce diversity efforts at LANL.**

41. **Please write in the box below any suggestions you have for how to improve the Diversity Council/Diversity Working Groups at LANL.**

Demographic Information

Because the purpose of this survey is to identify work environment issues for LANL U.C. employees, please circle the number that best describes you. LANL is interested in identifying concerns that affect a broad range of employees, and will provide summaries by this demographic information. (As described in the survey introduction, Employee Confidentiality will be maintained.)

42. **How long have you been at LANL?** *(Include all time at Lab.)*

1. Less than 5 years

2. Between 5 and 20 years

3. More than 20 years

43. **What is your gender?**

1. Male

2. Female

44. **What is your age?**

1. Less than 30 years of age

2. 30 to 39 years of age

3. 40 to 49 years of age

4. 50 to 59 years of age

5. 60 years of age and older

45. **What is the highest educational level you have attained?** *(Please circle one response only.)*

1. Some high school

2. High school graduate or equivalent

3. Some college

4. Associate's Degree

8. Other *(please describe)*

5. Bachelor's Degree

6. Master's Degree

7. Doctorate Degree

46. **Which _best_ describes your ethnic/racial background?** *(Please circle one response only.)*

01. Asian/Pacific Islander

02. African American

03. Hispanic/Latino

04. American Indian

05. Caucasian

06. Multiracial *(specify racial backgrounds)*

07. Other *(please describe)*

47. **Do you have a disability that requires accommodation at the workplace?**

1. Yes

2. No

3. Don't know

48. **What is your sexual orientation?**

1. Heterosexual

2. Gay, Lesbian, Bisexual

49. **Are you a veteran or currently active in military service?**

1. Yes

2. No

50. **What is your job series?**

1. GS

2. OS

3. SSM

4. TEC

5. TSM

6. Other

51. **What is your management/supervisory level including acting supervisory roles?**

1. No management/supervisory responsibility

2. Director/Division Level (Executive Team, Division and Program Directors, Deputy)

3. Group Leader/Group Level (Office Leader, Program Manager, Deputy)

4. Team Leader/Project Leader

5. Other supervisory responsibility

52. Please circle the two digit code that best describes your organization from the list below.

01.   Director's Office (DIR)

02.   Accelerator Production of Tritium Project (APT)

03.   Applied Theoretical and Computational Physics Division (X)

04.   Audits and Assessments (AA)

05.   Business Operations Division (BUS)

06.   Chemical Science and Technology Division (CST)

07.   Civilian and Industrial Technology Program Office (CIT-PO)

08.   Community Relations Office (CRO)

09.   Computing, Information and Communications Division (CIC)

10.   Diversity Office (DVO), Office of Equal Opportunity (OEO)

11.   Dynamic Experimentation Division (DX)

12.   Earth & Environmental Science Division (EES)

13.   Engineering Sciences & Applications Division (ESA)

14.   Environmental Science and Waste Technology (E)

15.   Environment, Safety & Health Division (ESH)

16.   Facility and Waste Operations Division (FWO)

17.   Government Relations Office (GRO)

18.   Human Resources Division (HR)

19.   Institutional Facility Management Program Office (IFMPO)

20.   Internal Security (ISEC)

21.   Laboratory Counsel (LC)

22.   Los Alamos Neutron Science Center (LANSCE)

23.   Life Sciences Division (LS)

24.   Materials Science and Technology Division (MST)

25.   Nonproliferation and International Security (NIS)

26.   Nuclear Materials Technology Division (NMT)

27.   Ombuds Office (OMB)

28.   Physics Division (P)

29.   Project Management (PM)

30.   Public Affairs Office (PAO)

31.   Quality Improvement Office (QIO)

32.   Science & Technology Base Program (STB)

33.   Security and Safeguards Division (S)

34.   Technology & Safety Assessment Division (TSA)

35.   Theoretical Division (T)

Other *(specify)*

54. **Please write any other suggestions you have regarding work issues at Los Alamos National Laboratory in the box below.**

55. **Finally, please write any comments you may have about this survey in the box below.**

Thank you for completing this survey. Please send it in the enclosed postage-paid business reply envelope within 15 days.

VII. REPRESENTATIVE EMPLOYEE COMMENTS BY TOPIC

The following employee verbatim comments are presented here to provide insights into some of the specific concerns that respondents have about their work environment. Some of the comments further illustrate the issues that have previously been discussed and others touch upon important issues not previously included in the Executive Summary.

<u>LANL OVERALL WORK ENVIRONMENT</u>

General Satisfaction Working at LANL

"I think John Browne has done a good job of being inclusive in his approach to running the lab. Not only is 'Big' science important but so is safety, security and to a better extent ethics. The six zeros have been a good approach thus far."

"I am proud to say I work for LANL. Some unfortunate things have happened lately to put the lab under the microscope, but I believe the leadership at the lab can resolve the problems and allow us to keep in business."

"Working at LANL is unfulfilling due to the chaos created by poor management. Until this Laboratory culturally values leadership and develops it internally, we will be forever floundering for organizational direction. The greatest need is at division and group level."

Work Morale

"At times my morale tends to rise above good."

"I have no suggestions. This is the best place I've ever worked."

"Morale is still very bad among most employees. The perception is that management pays little attention to worker issues. ' Questions to the Director', and salary committees are a step in the right direction. But taking polygraphs lets us know we are not professionals."

"Had these questions been asked even six months ago, I'd have answered more positively. But the already too-high stress level at the lab has lately been augmented by 'performance management' and a paranoid fear of spies – the consequences of which, as an employee trying to do my job (trying to 'perform' and trying to be 'secure'), are new waves of pointless bureaucracy, senseless work stoppages, patronizing speeches, and now polygraphs!"

LANL OVERALL WORK ENVIRONMENT
(continued)

Effectiveness of Mechanisms for Resolving Employees' Concerns

"LANL's mechanisms for resolving employee concerns are as effective as can be expected considering the amount of UC and DOE bureaucracy."

"I really don't think that LANL's mechanisms for resolving employee's concerns are effective because if they were perceived as being effective, people would use the mechanisms. Instead, people repress their concerns because they are afraid, they are cynical, they don't perceive that the process is fair. Perceptions are reality. You can put mechanisms in place, mouth platitudes, but if people don't trust management, the mechanisms won't ever work."

Sense of Personal Accomplishment from Work

"I thoroughly enjoy the people, 90% of my job content, and am paid too well. It's the 'knee jerk' reactions to security and safety which are frustrating, time consuming, and negatively impact my job performance. It's rare to hear how the major concerns are being met. I love working with people and technology!"

"I used to feel great being part of LANL and eagerly came to work each day. When the distance between management and employees increased, my outlook waned."

"Life is tough for staff members who find themselves outside the core nuclear weapons mission of the Laboratory. Despite all assurances from management that our efforts are appreciated, performance evaluations indicate to the contrary. Advancement for non-weapons related staff is nil or impossible at this Lab."

HIRING AND PROMOTION PRACTICES AT LANL

Equal Opportunity to Be Selected for Positions

"I personally have had no experience with negative promotion or affirmative action policy. I have seen that the more mature worker is shuffled aside, more and more in this division. It appears that each new group leader is quite young, energetic, eager, but not especially experienced manager."

"Although LANL implements very 'formal' processes for interviewing, selecting and hiring – the process is still very discretionary. In most cases (>90% of time) – management already knows who the individual is that they are going to hire. At LANL – this is termed 'wired.' If the laboratory truly was interested in hiring the most qualified candidate; the hiring practices should not evaluate information with knowledge of the potential candidates identity. LANL should be given all applicants personal information minus name, affiliation, etc., so that hiring officials are truly evaluating 'credentials' and not the person. This would level the playing field for all candidates, including externals. Also, at LANL – the hiring process takes too long."

Fairness of Hiring Practices at Division

"I have experienced fair hiring practices. However, I have also witnessed extraordinary unfair predetermined hiring practices."

"I strongly feel most job openings at LANL are 'pre-filled.' Managers often have pre-selected their candidate and are only going through the official motions. An individual's abilities are far less important to being hired than whom he/she knows."

Fairness of Promotion and Reclassification Practices Within Group

"Job ads should be open a minimum of two weeks. Some groups close them within one week and if you are on vacation that week, you have no chance for applying. Job ads for certain positions should not be modified to meet a particular person's background. This is obviously pre-selection."

"Not sure. Sometimes I suspect a bit of 'favoritism' is involved. Co-workers who are at a higher job level and a few who have already been re-classed to a higher level don't seem to have anymore complex tasks or responsibilities than my job level. This is a very vague process: not clear!"

HIRING AND PROMOTION PRACTICES AT LANL

(continued)

Opportunity for Division Promotion and Reclassification

"Promotion to upper-management positions at LANL is in actuality done on a 'good old boy' clique basis. Hence, people who are usually very competent technically, but have essentially little or no administrative ability nor any (or even negative) people skills, end up in senior management. This results in serious frustration and collegial disgruntlement among employees who are afraid to speak out for fear of subtle managerial retaliation."

Affirmative Action

"White males have no opportunity in my group, only females and Hispanics of either sex. This is just as bad for the company as the old practice of promoting only white men. Why can't opportunity be based on fair competition, with the best person for the job chosen regardless of sex or ethnicity?"

"Women and minorities do not feel respected or fairly treated; they do not feel that their contributions are valued. They are not paid fairly and do not have equal career advancement opportunities. We need to do better at mentoring, succession planning, resolving complaints and management accountability to make progress."

"I believe we, the Lab, should obtain the best and brightest employees possible no matter what gender or race. Further, we should do whatever we can to assist local communities to develop their schools and children to eventually be employable for any and all positions at the Lab."

"Affirmative Action policies are just in place because the law requires them. There is no fairness when it comes to hiring classifications or promotions. These actions are provided only for 'buddies' or favorite persons. If one is Hispanic or other minority, chances of being promoted or obtaining higher paying jobs are not available. Even though management says there is equal opportunities, I know better from my experiences. In addition, surveys like this one are interpreted to support their claims, comments like mine are thrown out."

"The federal government's obsession with race, gender, quotas, Affirmative Action, and now 'action oriented plans' has only ensured a climate of disharmony and suspicion on the part of all employees, whether minority or non-minority."

COMPENSATION AND EDUCATION BENEFITS

Fairness of Process for Salary Increases Within Work Group

"Salary policies seem to be improving at LANL and in my group."

"A fair salary process has never been developed at the Laboratory that considers job skills, job difficulty, responsibility, education level, and performance appraisal. The salary process is not even directly tied into performance appraisal. That fact causes more employee dissatisfaction and low morale than any other factor."

Fairness of Compensation

"I am grateful every day that I can live in a remote, rural area like northern NM and still find a job at a place like LANL. Where else could I find such interesting, stimulating work and get paid well and receive good benefits? That's how I feel about work issues at LANL."

"The process (salary) for 1999 has taken a step backwards. The formation of division-wide peer groups complicates the process and greatly increases chances for salary increases by "popularity." Example: An individual who is widely known throughout the division has a better shot at a raise than an equally qualified but less well known person when the decisions are made by a committee whose members do not know all the employees. The rank and file already feel salary decisions are made without much input from direct supervisors, i.e. with group and team leaders making the decisions. Moving the decision to the division level exacerbates the problem!"

Fairness of Compensation Compared to New Hires

"Part of the problem with attracting (and keeping) top-notch people here is the marginal compensation. With the cost of living so high and shortage of housing it is hard to bring new people in. Now the new hires are being brought in with salaries close to that of people that have been here 10-20 years. How do you think they feel? And every time our benefits get renegotiated (i.e., health), we end up paying more for less."

"I believe the longer you work at LANL you fall behind in pay as compared to new hires with or without a degree. Example: Someone working at LANL for 20 years has a reasonable salary and has worked hard receiving yearly increases. A new person is hired with or without a degree and given a start salary way above the 20 year increases. Raises come in and small amounts are given out. Still, the 20 year employee is below new person. This vicious cycle continues every year and because the 20 year employee is within mid-range of salary level, they never catch up with new hire."

COMPENSATION AND EDUCATION BENEFITS
(continued)

Time to Further Education

"I have been allowed time from work to attend classes paid by the Lab but not college classes. I have been allowed to rearrange my work schedule around college classes but I was required to put in the time."

"There is an inconsistency across the Lab with respect to raising policy and opportunity to further one's education."

Ongoing Interest in Professional Development at Group

"I believe LANL, in my experience, is very supportive of professional development and education. All my supervisors over the years have heartedly supported my individual efforts, which in turn have benefitted LANL through increased productivity and commitment to the institution."

"There is a fairly narrow, programmatically driven interpretation of what constitutes 'education' or 'professional development.' This makes some sense in that funds must come from specific programs. We need to establish lab-level funding sources for programs such as professional reward and 'change of field' education."

MANAGEMENT PRACTICES AT LANL

Feelings of acceptance regardless of: job classification, gender, race and ethnic group, age, sexual orientation, disabilities, veterans status, other.

"Women and minorities are still paid less for the same job descriptions as white males. Ratio of minority/women leadership doesn't seem to improve. Opinions of minorities and women aren't equal with white men (big loss for Lab)."

"Asian Americans have been treated unfairly at LANL. Look into how many Asian managers are in the Lab, and how the salary of Asian workers is lower than their peers. All Asians are guilty until proven innocent in security issues."

"Women are not treated equally."

"I believe the emphasis on diversity in the workforce can have the unintended effect of discriminating against White males."

"Minority is always suffering the unfair treatment from LANL management. Foreign-born employees are the most unlucky people in LANL."

"Women and minorities have hiring/promotion preferences so fair hiring/promotion is not possible in the current framework."

"Involve employees at all levels, especially the non-TSMs with little representation, in management decisions affecting the workforce."

"The needs of handicapped employees need to be addressed by a single organization at the Lab and that organization must be clearly identified."

"Starting at about age 53, no one in this division need apply for a management job, because there is definitely age discrimination. If such an "elder person" is already in a management position, they may be allowed to retain their position, but it will do no good to apply for another one."

MANAGEMENT PRACTICES AT LANL

(continued)

Feelings of Acceptance by Supervisor

"At this time my supervisor is very good. I must say most of my supervisors have been good."

"Managers treat employees very different. It is so obvious that it is sometimes accepted as the norm. Retaliation by management towards those that disagree is most definitely a problem. I speak from my experiences."

Perceived Importance of Job by Supervisor

"I truly believe that my immediate supervisor considers my job important and even values my knowledge and skills. However, I don't believe my Group Leader does, and he's the ultimate decision-maker with regard to salary increases and possible job reclasses."

"Supervisor knows the value of my position but does not relate to me. Commendation letters were sent to him that he never mentioned to me. He does not spend time with me. I have to pursue the issue of communicating. As a result, they have hired someone else to be our supervisor now."

Perceived Consistency of the Administration of Policies by Supervisor

"I often see management implement policies unequally across employee populations, and my previous supervisor seemed to have a different set of rules for each employee."

"Administrative policies used to be in one place on the web. Now, however, I find it increasingly difficult to find the right policy in any one place. Sometimes I find different versions. I'd be a much better informed employee if policies were consistently written, maintained and stored."

Perceived Sense of Security in Expressing Opinions

"Within my organization (group), I feel very good. However, having worked with other organizations both within my division and outside my division, I know this is not universally true."

"Management (practices) at LANL routinely mistreat those who disagree. Intimidation and retaliation are routinely used as management tools. No one that I know dares to object to actions of Division Office for fear of job and career implications."

MANAGEMENT PRACTICES AT LANL
(continued)

Perceived Accountability of Supervisor

"My supervisor (Team Leader) is held accountable for his job assignments, but other Team Leaders in my group of ten are not. My Team Leader is very conscientious about taking assignments seriously and always completing them in the time frame required. However, other team leaders are less conscientious and are not held to the same standards at times. As a result, the staff supervised by that Team Leader do not receive the positive benefits of leadership (i.e., thorough and complete performance assessments in time frame required). All supervisors at the Laboratory should be held accountable at the same level to the same standards. They are <u>not</u> currently."

"The most debilitating issue to LANL is the almost total lack of accountability of any managers from the Deputy Group Leader on up. No LANL manager is ever subjected to any meaningful punishment for screwing up; there is no price to pay if you are a manager and screw up."

"Accountability is a key link that is weak throughout the Laboratory. Identifying who is really responsible for an activity is generally difficult. Programs versus line division responsibilities is very confusing for workers in the trenches."

Perceived Fairness of Supervisor

"Our group leader's employee "treatment" does not appear typical of most other group leader's methods and may be an exception to the Lab as a whole."

"Group employees are definitely treated differently depending on how they are perceived by management. Disagreements are definitely squelched, and some form of retribution will be forthcoming."

COMMENTS ABOUT SURVEY

P   *"Good survey! I hope it solves the many issues, conflicts, and situations at LANL. LANL employees just want to be treated fair and square in job issues, pay issues, in reward issues, and when they make mistakes, and have to be reprimanded. Many LANL employees are very faithful and loyal to their jobs, and they try and do their very best. Many LANL employees are the cream of the crop."*

P   *"This is a great idea, but nothing will change at LANL, irrespective of the survey results."*

P   *"Please make the results of this survey, including written comments available on the Internet."*

P   *"This is another survey that does not let the true feelings come out. It's another positive survey to let the Lab managers know they are doing a good job."*

P   *"This survey is about 25 years too late. Thank you for your efforts."*

P   *"I have never seen results for any survey within LANL. Many of my co-workers will not fill out a survey because we see no results!"*

P   *"This is another survey of many taken, that probably like the others, is a waste of time and paper. Other surveys have revealed many problems that exist at LANL. The problems still exist. Two months from now, we'll have another survey to dissect this one, and we will continue on our merry paths."*

P   *"This is a good survey, I hope it works for the purpose intended."*